

**Government of the Northwest Territories
Annual Report on the Affirmative Action Policy
March 31, 2003**

Department of Executive

May 2003

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Introduction

Each year, the Government of the Northwest Territories produces an annual report on the administration of the Affirmative Action Policy. The report is prepared on a fiscal year basis and provides the Legislative Assembly and public with information about affirmative action activity taking place during the previous year.

Each department provides an overview of their human resource programs and services used to support affirmative action. These reports include statistical information and short descriptions of specific actions taken to promote and implement the affirmative action policy. In preparing their reports, departments are asked to consider the following six areas of human resource management:

- Corporate Policy
- Recruitment
- Retention
- Succession Planning
- Post-Employment
- Evaluation/Accountability

Appendix "A" provides examples of the kinds of initiatives and activities that would typically be reported in each category.

Affirmative Action Policy

The Government of the Northwest Territories established the Affirmative Action Policy in 1989. This policy reflects the GNWT's commitment to a competent Public Service that is representative of the population it serves.

Through the policy, the Government of the Northwest Territories gives preference in employing and developing qualified, suitable and eligible members of designated target groups.

The Affirmative Action Policy is based on six key principles:

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training and career advancement opportunities.
2. The Government of the Northwest Territories should encourage eligible members of designated groups to seek career and training opportunities in the Public Service.
3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.
4. Eligible members of designated groups in the Northwest Territories will have preferred access to employment, training and career advancement opportunities in the government.
5. Affirmative Action is a positive and integral part of the human resources planning process.
6. The Public Service should serve as a model for affirmative action in the Northwest Territories.

Affirmative Action Policy Designated Groups

Four designated groups are eligible for priority status:

Indigenous Aboriginal Persons (referred to unofficially as P1)

Means those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their lives in the Northwest Territories.

Indigenous Non-Aboriginal Persons (referred to unofficially as P2)

Means those non-Aboriginal persons born in the Northwest Territories or who have lived more than half of their lives in the Northwest Territories.

Resident Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the person from taking advantage of employment, training and career advancement opportunities in a way which would not be encountered by a person without disability.

Resident Women

Means those women who have been resident in the Northwest Territories for a period of at least one year.

The first three designated groups have priority status on all competitions. In addition, women have priority status on competitions for management and non-traditional jobs.

The merit principle applies among designated groups.

Sources of Statistics

The employee statistics in this report come from the GNWT's human resource management system Peoplesoft, operated by the Financial Management Board Secretariat. They are based on March 31, 2003 information.

Statistics from the Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board have not been included in some totals because they are not available from Peoplesoft. Where they have been included, the Department of Health and Social Services has provided a manual tally.

Employees of the following organizations are not considered government employees and are not included in the statistics:

- Hay River Community Health Board
- Yellowknife Education District #1
- Yellowknife Catholic Schools

Profile of the Northwest Territories Population

The general population statistics are from the Bureau of Statistics Population Estimates for 2002 (most current information).

The Northwest Territories is comprised of a diverse population. These individuals live in 33 communities from Fort Smith near the Northwest Territories/Alberta border to Sachs Harbour on Banks Island in the Beaufort Sea.

All communities fall into one of three categories:

- large urban centre with population of 17,000+ (Yellowknife)
- medium sized towns with populations of 2,400 to 4,500 (Fort Smith, Hay River, Inuvik)
- small, more traditional communities.

While there are frontline workers in every community, the majority of government employees are located in the larger centres.

According to the most recent Northwest Territories population figures, the population is estimated to be 41,403. Of this number, or 50.3% are Aboriginal people. It is important to note that a person who is considered Aboriginal for population estimates may not qualify for affirmative action priority as an Indigenous Aboriginal person unless they meet the definition in the Affirmative Action Policy.

The population is almost evenly split between females (48%) and males (52%).

The Current Labour Market

The current labour market has a significant impact on the GNWT's ability to attract and retain candidates from designated groups. Labour supply issues include the limited number of people looking for work, the education levels of those who are unemployed, and the location of the jobs versus those who are unemployed. Labour demand issues include the competition from mines, oil and gas companies, federal and municipal governments and other industries such as tourism.

In 2002, there were 1,300 people looking for work in the NWT (Statistics Canada Labour Force Survey). The overall NWT unemployment rate stood at 5.8% as compared to an unemployment rate of 7.7% for Canada.

Education levels continue to be a major challenge to matching people in designated groups to jobs. According to the 2001 NWT Socio-Economic Scan prepared by the GNWT Bureau of Statistics, educational levels among aboriginal residents still lag behind the territorial average. In 1999, some 74% of aboriginal persons had completed at least grade nine. The attainment of a university degree or equivalent continues to present a major obstacle for aboriginal candidates seeking senior or highly technical positions in the GNWT. In 1999, less than 3% percent of aboriginal residents in the NWT possessed a university degree or equivalent.

In addition to the apparent labour supply issues, the GNWT is also faced with increasing demand for the same resources from private sector employers. In an effort to comply with economic-benefit agreements, mining, oil and gas companies are seeking qualified candidates from the designated groups. This puts an enormous strain on the existing labour market. Compounding this problem are the training opportunities offered by government and private sector partners to allow northerners to access these jobs.

Finally, a sizable portion of western Canada continues to experience economic prosperity. This results in further demand for already scarce resources, particularly in the oil, gas and trades fields. With the introduction of the internet, these opportunities are becoming increasingly accessible to qualified northern candidates.

Profile of the Territorial Public Service

The Public Service of the NWT includes more than 4000 individuals from many diverse cultures and backgrounds. Each employee brings unique knowledge and experience to contribute to the Territorial Public Service. These employees work for one of 12 departments, 12 authorities/boards, Aurora College or the NWT Housing Corporation.

Departmental Information

The departmental distribution of employees is as follows:

Department	Number of Employees	% of the Public Service
Aboriginal Affairs	42	1.0%
Education, Culture & Employment (ECE)	209	5.2%
Executive	67	1.7%
Finance	46	1.1%
Financial Management Board Secretariat (FMBS)	139	3.5%
Justice	412	10.3%
Legislative Assembly	33	0.8%
Municipal and Community Affairs (MACA)	118	2.9%
NWT Housing Corporation	97	2.4%
Public Works & Services	209	5.2%
Resources, Wildlife & Economic Development (RWED)	390	9.7%
Transportation	267	6.7%
Aurora College	195	4.9%
Divisional Education Councils	710	17.7%
Health & Social Services (Includes all public service Health and Social Service Authorities)	1078	26.9%
Total	4012	100%

Two year comparative information by department is located in Appendix "B".

Designated Group Distribution

Within the various departments of the GNWT, a diverse workforce delivers programs and services to the residents of the NWT. The following table identifies the number of employees that meet the criteria of each designated group in the GNWT's affirmative action policy.

Designated Group	Number of Employees	% of the Public Service
Indigenous Aboriginal Persons	1093	30%
Indigenous Non-Aboriginal Persons	466	13%
Disabled Persons	21	0.6%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Management

Jobs in the management category are those jobs with responsibility for planning, organizing, staffing, directing and controlling the activities of programs and services through subordinate supervisors. Jobs in this category are exclusive to senior management positions. As of March 31st, 2003 there were 165 jobs that fit the definition of management.

Designated Group	Number of Employees	% of Management
Indigenous Aboriginal Persons in Management	28	17%
Women in Management	50	30%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Non-Traditional Occupations

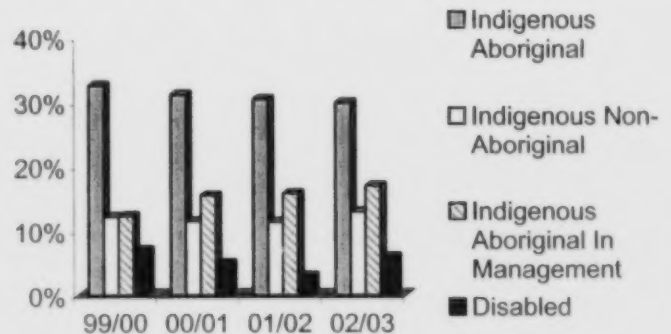
Jobs are classified as non-traditional if there are at least 10 positions of a specific type across government and at least 70% of the incumbents are male. Some examples of non-traditional occupations include civil engineers, correctional service officers and computer systems analysts. There were 411 non-traditional positions as of March 31, 2003.

Designated Group	Number of Employees	% of Non-Traditional Occupations
Women in Non-traditional Occupations	49	12%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Four-Year Trend

Over the past four years, the GNWT has experienced a slight decline in the percentage of indigenous aboriginal employees in its ranks. During the same period, there has been an increase in the percentage of indigenous aboriginals in management positions.



Geographic Distribution

The extent to which different regions have achieved a representative public service reflects the available workforce and the types of employment available. Slightly less than 51% of all GNWT employees work in Yellowknife/Headquarters, with another 32% in the South Slave, Deh Cho, and Dogrib regions and 17% in the Beaufort-Delta and Sahtu communities.

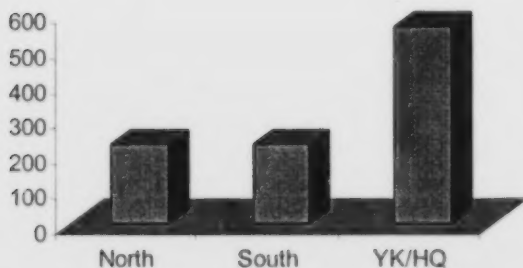
*	Yellowknife/HQ	North	South
Indigenous Aboriginal	311 (16.9%)	236 (39.3%)	546 (47.6%)
Indigenous Non-Aboriginal	362 (19.6%)	21 (3.5%)	83 (7.2%)
Disabled	14 (0.8%)	3 (0.5%)	4 (0.3%)
Women in Management	36 (0.2%)	7 (1.2%)	7 (0.6%)
Aboriginal in Management	15 (0.8%)	5 (0.8%)	8 (0.7%)
Women in Non-Traditional	36 (1.9%)	5 (0.8%)	8 (0.7%)

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

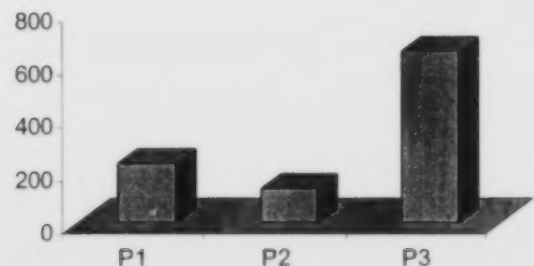
Recruitment Activity

During 2002/2003, the Government of the Northwest Territories placed approximately 1004 new and existing non-casual employees through the hire and transfer processes. Slightly less than 29% of all new-hires were affirmative action candidates.

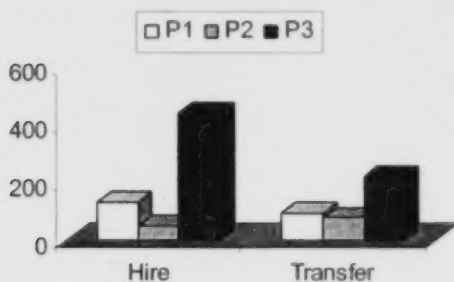
Geographic Distribution



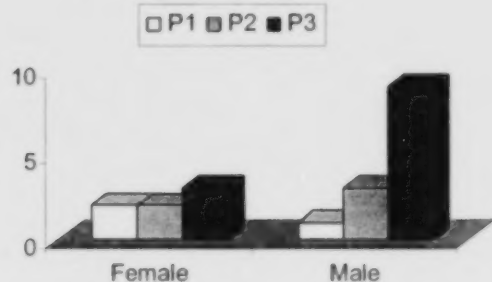
Affirmative Action Category



Placement Type



Management Occupations



*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Direct Appointments

In fiscal year 2002/2003, there were 64 direct appointments for individual positions*. These appointments included:

- 33 indigenous Aboriginal appointees;
- 16 indigenous non-Aboriginal appointees;
- 12 appointees without affirmative action status; and
- 3 resident women in management.

*Totals do not include direct appointment for candidates into internships.

Occupational Distribution

Since the introduction of the Peoplesoft system in 1999, government jobs are grouped into 10 occupational categories.

Occupational Group	Number of Employees	% of Total Employees
Management (senior and middle)	406	11.3%
Business, finance and administration	875	24.4%
Natural and applied sciences	329	9.2%
Health	311	8.7%
Social science, education, government service and religion	1057	29.4%
Art, culture, recreation and sport	57	1.6%
Sales and service	343	9.5%
Trades, transportation and equipment operation	156	4.3%
Primary Industry	51	1.4%
Processing, manufacturing & utilities	7	0.2%
Total	3592*	100%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Support for Government-Wide Affirmative Action Activities and Initiatives

Human Resource Planning

Exit Interviews

During 2002/03, Corporate Human Resource Services finalized a standard Exit Interview process in consultation with the GNWT human resource community. An integral part of this process is an electronic Exit Interview System that is available to departing employees. The purpose of this web-based tool is to increase the ease at which departing employees can complete exit interviews. As well, it greatly increases the efficiency of data collection and reporting of exit interview information.

In 2002/2003, Corporate Human Resource Services collected 27 electronic exit interviews. With an eventual increase in the use of this process, departments will be able to better determine why employees leave the public service and whether barriers to advancement exist. As a planning tool, this information will be useful in terms of retaining and developing affirmative action employees.

Interdepartmental Human Resource Committee

On a monthly basis, Corporate Human Resource Services of the Executive coordinate meetings of all human resource managers within the GNWT. These meetings have been used as an opportunity to share best practices, to identify areas of concern that need specific attention, and to develop consistent approaches to various issues and reporting that impact initiatives relating to affirmative action.

Human Resource Practitioners Conference and Meetings

In November 2002, Corporate Human Resource Services hosted a three-day conference for all human resource practitioners working for the GNWT. The conference provided participants with a variety of professional development workshops and mini-sessions on topics related to effective human resource management. As well, it provided an opportunity to discuss areas of concern and to share best practices. CHRS also chairs monthly meetings of the human resource practitioners as a way of sharing information and engaging them in the development and revision of policies and programs. This effort contributes to the effective administration and implementation of affirmative action initiatives across government.

Recruitment

Northern Graduate Employment Program

As part of the Maximizing Northern Employment effort, the GNWT administers two programs designed to attract and retain recent northern graduates within government and in the private and non-profit sectors. In the GNWT during the 2002/2003 fiscal year, the *Graduate Intern Program* resulted in the employment of 54 students. Of this total, 16 are indigenous aboriginal, 23 are indigenous non-aboriginal and 15 are non-aboriginal. In the private and non-profit sectors, the *Graduate Transition Program* resulted in the employment of 11 students. It is expected that these programs will continue to improve the transition of affirmative action graduates from the classroom to workplaces in the NWT.

The Maximizing Northern Employment initiative also guarantees employment to students who have completed their studies in the field of education, nursing and social work. During the 2002/2003 fiscal year, the GNWT was able to place 3 education graduates and 4 social worker graduates in related positions.

Summer Student Employment Program

The GNWT provides students with a range of work experience opportunities through summer employment. The hiring decisions are made by departments, boards and agencies. Students who wish to apply for a job with the GNWT can register with the Summer Student Employment Program (SSEP).

Maximizing Northern Employment also established the Progressive Experience Program. This program offers incentives for departments to hire northern students and provide them with experience relevant to their area of study. During the 2002/2003 fiscal year, departments provided progressive experience to 46 indigenous aboriginal students and 39 indigenous non-aboriginal students.

For summer 2002, the SSEP offered a web-based central employment registry for NWT students looking for summer employment within the GNWT. The program received in excess of 400 student resumes. In total, 371 summer students were hired by the GNWT. Of these students,

- 166 were indigenous aboriginal students and
- 171 were indigenous non-aboriginal students.

The Staffing Process

The staffing process is an integral part of the GNWT's effort to foster a public service representative of the people it serves. At present, Corporate Human Resource Services is revising the GNWT *Staffing Guidelines* to ensure that they effectively represent relevant legislation and policy. The revised guidelines will be made available to all GNWT human resource practitioners and staff. This effort will improve consistency and communication of the GNWT's hiring practices that will help affirmative action candidates to access employment opportunities at all levels of government. The revised guidelines will be introduced during the summer of 2003.

Staffing Training and Advice

CHRS provides advice on staffing issues to individual human resource practitioners. As well, they formalize rulings that are intended to clarify existing policies and practice. All rulings and advice are distributed to GNWT human resource managers and practitioners on a monthly basis. Included are summaries of appeal reports giving information on issues and areas of staffing practice where more information or training may be required. A primary objective of this effort is to help human resource practitioners understand and fairly apply the affirmative action policy.

Training courses on the GNWT staffing process ranging from two hours to two days have been developed and are being delivered to departments when requested. A significant component of this course involves application of the affirmation action policy during the staffing process.

Training and Development

Management Skills Series

Recently, the human resource community expressed an interest in developing preparatory and developmental training sessions for new managers. In response, Corporate Human Resource Services has commenced implementation of the *Management Skills Series*. Although these training sessions are made available to all GNWT employees, they are particularly relevant to aspiring or new managers. Courses will cover topics ranging from briefing note preparation to financial budgeting. It is likely that these training opportunities will help develop new and aspiring affirmative action managers.

Training and Development Calendar

In late 2002, Corporate Human Resource Services commenced development of a *Training and Development Calendar*. The Calendar is intended as an effective means of communicating training and development opportunities to the GNWT human resource community and ultimately the broader GNWT population. Items on the Calendar will provide basic information about training opportunities, scheduling and registration that will assist affirmative action employees in fulfilling their developmental needs.

Continuing Education

Aurora College contributes to the development of affirmative action employees by delivering short courses, seminars and workshops through their continuing education division, including those offered through GNWT Staff Training. This training helps employees to further their credentials and to keep pace with changing technology. Through professional development activities, the two public colleges help to ensure that affirmative action employees can further their careers. Courses available include financial management, supervisory skills, computer workshops, human resource planning, and university level credit courses.

Career Advice

Corporate Human Resource Services offers career counseling to employees who participate in CHRS programs such as the Northern Student Employment and Staff Retention programs. Affirmative action employees are provided expert advice on how to develop or advance their careers utilizing the available resources.

Developmental Opportunities

Departments were actively involved in providing developmental opportunities, such as transfer assignments, to existing employees. These assignments can be a very effective way to enable an employee with affirmative action status to gain additional skills and abilities and prepare for promotion within the organization or for jobs in the broader NWT workforce. Out of the 94 confirmed transfer assignments from 2002/03, approximately 50% provided affirmative action candidates with developmental opportunities.

Succession Planning

Corporate Human Resource Services has finalized a strategy to help guide the development and implementation of a GNWT Succession Planning Program for all departments. An important part of the implementation process will be the use of the federally sponsored *Career Assignment Program* (CAP). In 2002/2003, a group of GNWT employees were invited to participate in the initial screening conducted by CAP administrators. Those who pass the initial screening will be invited into the program that will consist of a variety of career development assignments and opportunities. In addition, the Succession Planning Program will utilize various assessment tools to help identify likely candidates for the GNWT Management Assignment Program (MAP). This program will be used to provide qualified candidates with internal development opportunities that will prepare them for future management roles. At present, the GNWT is in the process of validating the assessment tools to be used in selecting likely candidates. It is a certainty that the Succession Planning Program will be instrumental in developing affirmative action employees for progressively responsible roles at the management level.

Retention

Employment Recognition Program

During 2002/2003, Corporate Human Resource Services implemented a government-wide Employee Recognition Program. The program was developed to promote recognition of the contributions and efforts of employees in the GNWT. The program provides a means to recognize employee accomplishments at both a government-wide and department level. It is anticipated that the program will help the GNWT to more successfully retain affirmative action candidates who are being aggressively sought by competing northern employers.

Staff Retention Policy

The Staff Retention Policy was implemented in May 2000. This policy replaced the previous layoff policy and provides a more proactive and positive approach to assisting staff whose current positions are eliminated due to organizational change. Under the policy, affected individuals are provided with re-employment support for eight weeks prior to and 13 weeks after receiving notice of layoff.

Of the three individuals who were given affected employee notice during the reporting period, 1 found a new job within government, 1 selected Separation Assistance and the third remains on the staffing priority list.

Support for NWT-Wide Affirmative Action Activities and Initiatives

Adult Education

The delivery of adult education by the public colleges and non-government organizations enables adult learners to further their education levels so they can access advanced levels of study, employment and training programs. These programs are delivered not only at the three main campuses of Aurora College but also in other communities across the NWT. Access to these programs at the community level enables northerners to obtain general education and credentials for employability.

Post-Secondary Education

The provision of post-secondary programs and services by Aurora College also contributes to affirmative action initiatives in the north. For example, the fact that a nursing diploma program is available in the Northwest Territories means that northerners, including affirmative action residents, can obtain professional credentials to access careers in the health profession. Without the availability of these programs in the north, fewer northern students would enroll in the programs because they would have to move south to obtain the training. Other examples of such programs are teacher education, management studies, natural resources and recreation leaders. While these programs do not prepare students specifically for employment with the Government of the Northwest Territories, they do contribute to the goal of developing a workforce that is representative of the population of the NWT.

The College has also worked out transfer agreements with southern post-secondary institutions which enable graduates to receive credit for undergraduate level studies. These agreements are important so northerners, including affirmative action residents, can be encouraged to complete professional level studies so they can access employment positions with degree level requirements.

Career Development

The overriding goal of career development is to ensure that people have the competence, motivation, and self-management skills they require to make successful life role transitions.

The Colleges and Career Development Division provides support services to regional centers in the implementation of career development activities and

employment development projects. This support includes developing career libraries, testing and assessment resources; promoting career development and funding training associated with enhancing career development counseling services and resources throughout the NWT.

School of Community Government

The School of Community Government of the Department of Municipal and Community Affairs was established in 1999 with a goal to improve the quality and quantity of training and development opportunities for community governments and aboriginal organizations. Through a collaborative approach with its partners, the School has successfully developed eleven core community government training programs in areas including Management, Lands, Finances, Safety and Operations. Over 2300 community representatives have participated in School of Community Government training. Enrollment continues to grow; largely due to improved scheduling, increased student interest, new investments and growing demand by community governments.

The School of Community Government has proven to be an extremely effective means of building capacity in the NWT's aboriginal population. Through the efforts of the School of Community Government, the Northwest Territories Housing Corporation was able to facilitate the training of Local Housing Organization employees.

Part 2

Departmental Reports on Affirmative Action

The following reports from each department provide information on affirmative action statistics and specific efforts by the department to support the Affirmative Action Policy.

Ministry of Aboriginal Affairs

OVERVIEW

The Ministry of Aboriginal Affairs has 42 positions comprising of 41 indeterminate and 1 term positions. Additionally, the Ministry has 3 Vote 4/5 indeterminate positions. All of these positions are located in Headquarters.

The Ministry continues to implement initiatives to increase and retain the representation of Affirmative Action employees. The Ministry's goal is to maximize the number of positions filled by Affirmative Action candidates.

Affirmative Action Statistics

As of March 31, 2003, there were 41 employees within the Ministry of Aboriginal Affairs. This includes all indeterminate, term and part-time employees.

	March 31, 2003	March 31, 2002
Total Employees	41	35
Indigenous Aboriginal	14 (34.1%)	12 (34.3%)
Resident Disabled	0	0
Indigenous Non-Aboriginal	11 (26.8%)	7 (20%)

	March 31, 2003	March 31, 2002
Management Positions	7	5
Women in Management	0	0
Aboriginal in Management	2 (28.6%)	1 (20%)

	March 31, 2003	March 31, 2002
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

Note: these statistics do not include 1 Aboriginal senior manager seconded to NWT Development Corp.

All of the positions are located in Headquarters.

Recruitment Statistics

For year ending March 31, 2003, the Ministry had seven new hires. Included are three summer students and two temporary hires. Of these the following were Affirmative Action:

	Aboriginal Candidates	Indigenous Non- Aboriginal Candidates	Women in Non- Traditional or Management
Number of New Hires	2	3	0

This does not include three employees from other departments on transfer assignment – 1 Aboriginal and 1 Indigenous Non-Aboriginal.

Promotion Statistics

A total of five employees were promoted including; one Indigenous Aboriginal employee promoted after being on a transfer assignment, one Resident Woman to a management position in another department, and two internal promotions on a two-year developmental assignment - one Aboriginal, one Indigenous Aboriginal.

	Aboriginal Candidates	Indigenous Non- Aboriginal Candidates	Women to Non- Traditional or Management
Number of Promotions	2	1	1

Recruitment

The Ministry applies the Affirmative Action Policy during the staffing process. Where skills and/or experience may be questionable, the candidate is hired on a casual basis for a one-year period. On-the-job professional development and mentoring or coaching is provided. Before the end of the training period, the candidate is assessed for suitability. If the candidate proves to be suitable, direct

appointment is recommended. During 2002-03, one Aboriginal employee who was on developmental assignment was promoted through a direct appointment.

Student Employment

During 2003-03, three students were hired with two being Affirmative Action candidates. All were placed in their area of studies that provided them progressive experience.

Direct Appointments

During 2002-2003, one Aboriginal employee was directly appointed after successful conclusion of a developmental assignment.

Retention Strategies

The Ministry is committed to providing opportunities for growth to all employees. The Ministry continues to utilize various strategies, such as transfer assignments, development assignments, career development and workshops or courses to promote the retention of our employees.

Transfer Assignments

The Ministry makes use of transfer assignments or secondments when candidates with the necessary skills and experience have been identified, normally through the staffing process. Career development is also achieved through transfer assignments. For the most part, the Ministry gives first consideration to eligible Ministry employees. During 2003-2003, three employees were put in developmental assignments and one on transfer assignment.

In addition to internal transfer assignments, the Ministry has two employees on transfer assignments from other departments.

Career Development and Training

While each employee is responsible for their own career plan, the Ministry fully supports and encourages those who have identified training needs to reach their current, short-term and/or long-term career objectives. Training needs are identified during the performance evaluation process.

During the 2002-2003, one Indigenous Aboriginal employee received their Ph.D. Five employees were enrolled in Conflict Resolution Certificate Program. Three have completed the program and received their certificates.

Employees also receive training and development such as computer related, management and other work related courses offered locally.

The Ministry also implements other training and development strategies such as shadowing which provides some on-the-job training to Assistant Negotiators.

The Ministry also provides opportunities for developmental experience in management to suitable employees through acting assignments. Acting assignments are used extensively to promote employee development.

Organizational Support

Employees are recognized for personal or academic achievements in addition to outstanding performance with respect to their duties. During 2002-2003, two employees were recognized for their academic achievements and one for successful conclusion of negotiations. Several employees were recognized through Pay for Performance.

The Ministry supports flexible working arrangements to accommodate employees' schedules.

Succession Planning

The organization structure within the Ministry offers promotional opportunities, specifically in the area of negotiations. As assistant negotiators or senior policy advisors gain necessary skills and experience for a more senior position, they will have better opportunities for advancement.

An employee in a non-supervisory position has taken on supervision in order to develop supervisory and management skills.

Turnover Statistics

Out of two that left the Ministry, one resident woman was promoted to a management position.

Evaluation/Accountability

Performance Evaluation

The Ministry completed 100% of their 2002-2003 performance appraisals.

Analysis of Turnover

The two employees that left the Ministry both received promotions.

Challenges and Opportunities

Recruitment Challenges

The Ministry continues to experience great difficulty in hiring senior policy advisors and chief/assistant negotiators.

External Challenges

There is a small pool of qualified seasoned chief negotiators and the Ministry is in competition with the federal government and Aboriginal organizations. In most cases, the competition offers better compensation packages.

Employment opportunities within the Ministry are primarily technical and senior in nature which requires both advanced education and considerable experience.

Internal Opportunities

Opportunities for growth to gain technical skills are provided through various initiatives such as transfer assignments, informal training-on-the job, and structured training. Additionally, the Ministry has committed and devoted employees which provides continuity and corporate knowledge.

Department of Education, Culture and Employment

As of March 31, 2003, there were 1105 employees within the Department of Education, Culture and Employment, Divisional Education Councils and Aurora College. This includes all indeterminate and term (both full-time and part-time) employees. The chart below illustrates the breakdown of employees by affirmative action status in all parts of the organization.

	31-Mar-03	31-Mar-02
Total Employees	1,105	1,054
Indigenous Aboriginal	362 (32.76%)	329 (31.21%)
Indigenous Non-Aboriginal	68 (6.2%)	56 (5.5%)
Disabled	1 (0.001%)	0 (0%)
Total Management Positions	82	97
Women in Management	39 (47.56%)	44 (45.35%)
Aboriginal in Management	11 (13.41%)	16 (16.5%)
Total Non-Traditional Positions	11	12
Women in Non-Traditional	1 (0.09%)	0 (0%)

Source: data provided by CHRS, Department of Executive in April, 2003

Recruitment

Position descriptions are routinely reviewed, to remove systemic barriers. Staffing of positions is carried out in accordance with the Affirmative Action Policy by ensuring that selection criteria and questions asked fairly reflect job requirements and are not structured to exclude any affirmative action groups.

Twenty-three positions were staffed during the reporting period. As well, there were twelve direct appointments made. Of these, eleven were appointments of affirmative action candidates. A total of 56 students were hired during the summer of 2002. Of these, 49 qualified under the Affirmative Action Policy.

The Department plays a lead role in implementing the Maximizing Northern Employment Initiative (MNE), which is designed to provide Northerners with employment skills and experience. In 2002/2003, Education, Culture and Employment (ECE) hired seven graduates through the Graduate Internship Program, and nine students through the Progressive Work Experience Program.

Retention/Succession Planning

The Department actively supports the ongoing professional development of staff. This includes support for participation in professional conferences, training workshops, distance education and college courses. The department supports and promotes education leave opportunities. In 2002/2003, two employees were approved under this program. A total of 22 ECE employees took advantage of opportunities through transfer assignments to increase their knowledge and skill development.

ECE also supports the work/family balance of employees, by allowing flexible hours for those who request this type of arrangement where operational requirements can still be met.

The Department recognized the long service of its employees through an annual long service event in March of 2003.

Evaluation/Accountability

Recognizing the importance of providing ongoing feedback in terms of performance expectations, the Department completed performance appraisals on employees. The completion rate for this reporting period was 85%.

Department of Executive

Affirmative Action Status

As of March 31, 2003, there were 67 employees within the Department of Executive. This includes all indeterminate, term and part-time employees.

	March 31, 2003	March 31, 2002
Total Employees	67	65
Indigenous Aboriginal	15 (22%)	16 (25%)
Indigenous Non-Aboriginal	23 (34%)	20 (31%)

	March 31, 2003	March 31, 2002
Management Positions	11	10
Women in Management	7(64%)	6 (60%)
Aboriginal in Management	2 (18%)	1 (10%)

All of the positions are located in Yellowknife except for 1 in Hay River and 1 in Ottawa. There are no non-traditional positions within the Department of Executive.

Hires/Recruitment

- 10 indeterminate or term positions were filled during the year. Eight (80%) were affirmative action candidates; four were P1 and four were P2. Two of the hires were graduate interns who were direct appointed; one was P1 and the other P2.
- In an effort to develop the skills and experience of potential future employees, 12 students were employed in summer 2002 with the department. There were eight (8) P2 students and four (4) P1 students.

Retention

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long service of its employees through an annual long service event in April 2003.
- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.
- Job sharing for two employees.

Training and Development

- Seven (7) employees were provided the opportunity to develop their skills through transfer assignments between departments. One (1) employee is on a secondment to the federal government.
- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.
- One indigenous non-aboriginal employee is on a long-term education leave and will be returning to work during the 2003/2004 fiscal year.

Evaluation/Accountability

- The Department's completion rate on performance appraisals has been poor. 30% of the employees received appraisals.

Departmental Analysis

Employment opportunities within the Department of the Executive are primarily professional and senior in nature, which requires both advanced education and considerable experience. With 22% of the overall employees being Aboriginal, the department has not achieved a representative balance. Indigenous non-aboriginal representation is 34% of the overall employees and women occupying management positions represent 64% of the department's management positions. Both of these categories are up from the previous fiscal year.

Because the Department's presence is almost exclusively in Yellowknife, there is more competition with other local employers', including both government and the private sector who are trying to attract the same group of qualified affirmative action employees.

Department of Finance

Affirmative Action Status

As of March 31, 2003, there were 45 continuing employees within the Department of Finance. This includes all indeterminate and term employees funded by appropriation, by the Liquor Revolving Fund and by Vote 4/5 arrangements.

Statistics

	<u>March 31, 2002</u>	<u>March 31, 2003</u>
Total Employees	45	45
Indigenous Aboriginal	9 (20.0%)	8 (17.7%)
Indigenous Non-Aboriginal	7 (15.6%)	7 (15.6%)
Disabled	1 (2.2%)	1 (2.2%)

	<u>March 31, 2002</u>	<u>March 31, 2003</u>
Management Positions	13	13
Women in Management	3 (23.1%)	3 (23.1%)
Aboriginal in Management	2 (15.4%)	2 (15.4%)

	<u>March 31, 2002</u>	<u>March 31, 2003</u>
Non-Traditional Positions	4	2
Women in Non-Traditional	1 (25.0%)	1 (50.0%)

Distribution

	<u>Senior Management</u>	<u>Manage- ment</u>	<u>Profes- sional</u>	<u>Officer</u>	<u>Clerical</u>	<u>Total</u>
Aboriginal	1	1		1	5	8
Long Term Northerners		2		4	1	7
Disabled					1	1
Women in Management	1	2				3
Women in Non-Traditional				1		1
Non Priority	4	2	9	4	6	25
Vacant			1			1
Totals	6	7	10	10	13	45*

Note: Final total does not add as one individual is an aboriginal woman in management, she appears on two lines.

All of the positions are located in Yellowknife and Hay River.

Casual Staff Hired During the Year

	<u>March 31, 2002</u>	<u>March 31, 2003</u>
Aboriginal	13 (30.2%)	109 (64.5%)
Indigenous Non Aboriginal	3 (7.0%)	8 (4.7%)
Total	43	169

Highlights

During the period April 1, 2002 to March 31, 2003, the Department of Finance was particularly active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- All position descriptions have been reviewed to identify and remove systemic barriers. As these descriptions are up-dated, each is carefully reviewed to ensure that no systemic barriers have been included. 95.5% of all positions descriptions are less than 4 years old.
- Staffing officers in the Department have been charged with the responsibility of ensuring that the Government Affirmative Action Policy is complied with, both in the letter of the Policy and the spirit. Each competition is reviewed to ensure that selection criteria and questions asked fairly reflect job requirements and are not structured to exclude any affirmative action groups. Departmental Managers and Directors are all aware of the Policy and cooperate fully with its requirements.
- Of the 10 positions filled during the year, 3 (30%) were affirmative action candidates. The Department of Finance recognizes its own limitations and, being a small department staffed largely by specialists such as economists and statisticians, has not been able to attract high numbers of affirmative action candidates.
- Overall, employees who are a part of the designated groups under the Affirmative Action Policy make up 42.2% of the department.
- The departmental web site was updated and expanded in order to maximize the exposure of employment opportunities to all designated groups.
- In an effort to develop the skills and experience of potential future employees, 8 students were employed in the summer of 2002 by the department.

- During the year, one employee hired under the graduate employment program became a full-time continuing employee.
- No direct appointments were made in the reporting period.

Retention

- The average length of public service of those working for Finance is 8.9 years, higher than the GNWT average of 8 years. The average service with the Department is 7.4 years and average length of time in the position is 5.4 years.

<u>GNWT Service</u>	<u>Senior Management</u>	<u>Manage- ment</u>	<u>Profes- sional</u>	<u>Officer</u>	<u>Clerical</u>	<u>Total</u>
25+ years					1	1
20-25 years	3			1		3
15-20 years	2			1	3	6
10-15 years		2	1	2	1	6
5-10 years	1	1	2		4	8
0-5 years		3	6	5	6	20
Vacant			1			1
Totals	6	6	10	9	15	45

- Every new employee receives an orientation manual prepared by the Department. This manual introduces the employee to the Government and the Department; highlights some of the important factors and rules that new employees need to consider; and provides the new employee with help in identifying sources of information.
- No employees were involved in secondments to outside organizations.
- One employee, an indigenous aboriginal, is currently on education leave from August 2002 until May 2004. The individual is included in the affirmative action statistics, above.
- Frequent assignment of employees to act in higher positions allows employees to gain supervisory and management of experience.

Promotions

- All vacant positions in the Department were staffed using the competition process, so there were no direct promotion appointments.

- During the year, three positions were staffed from within the Department, after open competitions. Two resulted in promotions for the employee and one was a lateral transfer to broaden the employee's knowledge and experience.
- No employees were involved in transfer assignments within the department.

Organizational Support

- The Department has a strong commitment to the tenets that support the Affirmative Action Policy. In 2000-01, the Department commissioned an Affirmative Action Strategy to assist the Department to develop processes to improve Affirmative Action participation. Elements of this strategy are being implemented to help to strengthen the current practices and procedures and help craft the foundation for new Affirmative Action initiatives.
- The department recognized the long service of its employees through annual long service events. This year the Department recognized eight 5-year employees, three 15-year employees, two 20-year employees and two 25-year employees.
- The department also supports the work / family balance of employees by making every effort to allow flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

Succession Planning

- The department actively supports the on-going professional development of all staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. Finance staff attended an average of 1.5 development sessions each.
- The department actively encourages the development of employees to meet the requirements of more senior positions. In addition to the encouragement of the development of theoretical skills through education, as described above, the department actively supports having staff act in more senior positions. During the year, this took place 30 times. Not included in this number are the times when employees who have standing acting authority acted in higher positions. The department currently has 5 standing acting positions.

Evaluation / Accountability

- During the past year, the department has made special efforts to increase the completion rates of employee evaluations. As a result, 70.2% of evaluations were up to date at year end, with another 10% less than 3 months overdue.

Challenges and Opportunities

- Like most of the Government, the department faces an aging workforce. The following table illustrates the age distribution within the department:

	<u>Total</u>
50-69	13
40-49	14
30-39	11
20-29	7
Vacant	1
Total	<u>46</u>

- The average age of employees is 43.3 years. The department has had 2 retirements in the past year.
- The department includes unique, highly educated positions such as economists and statisticians. The job descriptions for each of these positions have been examined carefully to ensure that the educational requirements are legitimately required by the duties and responsibilities of the positions. Despite always advertising these positions in the North, in the past five years the department has not been able to hire a single qualified statistician from the North. Similarly, the department has only been able to hire one economist from the North. Until there is a larger pool of educated professionals in the North, the department anticipates similar disappointing results when recruiting for these specialized positions.
- The department is also facing increased pressure from higher wages offered in the south. No longer is the North the leader in salaries offered. Exclusive of staff retiring, moving to a higher position in the department or returning to school, the department experienced 5 staff resigning their positions. Only one of these transferred to another GNWT position; the others either transferred to another government such as Nunavut or Canada, or left to seek other employment in the South.

Financial Management Board Secretariat

1.0 Profile

The Financial Management Board Secretariat is the central agency of the government that provides support to the Financial Management Board of the Government of the Northwest Territories. The Board is the financial arm of the Cabinet, and is chaired by the Minister of Finance.

The head of FMB Secretariat is the Secretary of the Financial Management Board/Comptroller General for the Government of the Northwest Territories. The FMB Secretariat co-ordinates and promotes the efficient use of the government's human, financial and information resources. The FMB Secretariat is also responsible for the overall management of the public service.

Five divisions – the Directorate; Labour Relations and Compensation Services; Government Accounting; Audit Bureau; and Budgeting and Evaluation carry out these responsibilities. In addition, the Corporate Services Division of the Department of the Executive provides pay and benefits and administrative services to the Financial Management Board Secretariat.

The FMB Secretariat is headquartered in Yellowknife with regional offices in Fort Smith and Inuvik and an area office in Fort Simpson and a satellite office in Hay River.

2.0 Vision

The vision of the FMB Secretariat is that the human, financial and information resources of the government are acquired and utilized efficiently, effectively and economically with integrity and prudence to achieve, communicate and report the government's goals and results.

3.0 Corporate Policy

To fully support the vision of the FMB Secretariat, a departmental Human Resources Management Plan was developed. This plan provides a strategic and systematic approach to managing and developing staff in a manner that maximizes employee effectiveness and input, contributing to the FMB Secretariat's corporate objectives. The Human Resources Management Plan sets the direction for policies and programs to support the practice effective human resource management within the department and to ensure the acquisition and development of a productive work force.

The FMB Secretariat has developed the following process:

- Phase 1 - Research
- Phase 2 - Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
- Phase 3 - Information Gathering
- Phase 4 - Analysis of Information and Goal Setting
- Phase 5 - Plan Formulation
- Phase 6 - Senior Management Consultation and Evaluation
- Phase 7 - Plan Adjustment and Finalization
- Phase 8 - Implementation
- Phase 9 - Evaluation

As effective Human Resource Management is both an on-going and future-focused process, the FMB Secretariat has incorporated a multidisciplinary approach to Human Resources Management Planning. The Human Resources Management Plan, as a document, is in the draft stage. And, as research and development occurs within the department, modifications are made to the existing document, ensuring that the Human Resources Management Plan is in alignment with the corporate goals and objectives of the FMB Secretariat.

Phase 1 - Completed in August 2001, included the gathering of information from sources external to the GNWT. Phase 1 information included best practices in organizational HRM Plans from other jurisdictions (Alberta and Manitoba Provincial Governments, Winnipeg Police Service) and the challenges of HRM planning.

Phase 2 - Completed in August 2001, included obtaining and analyzing information within the context of the human resource functions of an organization - recruitment and retention; selection and staffing; compensation and benefits (within the context of overall GNWT guidelines); performance management; and training and development. A SWOT analysis was completed with the SMC in a facilitated session to determine the internal and external environments of the FMB Secretariat and their impact on the Human Resources Management Plan.

Phase 3 - Completed in September 2001, included the gathering of information from employees within the organization as well as other key stakeholders. In order to promote employee ownership and commitment to the Human Resources Management Plan, all FMB Secretariat employees were given the opportunity to participate in this phase. Methods of information gathering included: Focus groups; Employee surveys; and Personal interviews

The information gathered was used to develop an analysis of the organizational culture of the FMB Secretariat. Information obtained provided insight into the values, attitudes and beliefs of the FMB Secretariat employees. The analysis highlighted linkages between organizational culture and employee demographics.

The SMC assisted in determining: what type of information will be collected; what is to be asked of employees (purpose of information; what will happen with the information

Phase 4 - Completed in August 2002. A report on the organizational culture audit is complete and was reviewed and approved by the FMBS SMC. In addition, the goal setting phase is complete with the following as the FMBS human resource goals.

- A competent and qualified FMBS workforce that is representative of the population that it serves.
- A positive and healthy organizational culture.
- A healthy workplace for employees of the FMBS.

The completed results from this phase of the project provide the context and direction for the preparation of the FMBS HRM Plan.

Phase 5 – Ongoing. The completed results from Phase 4 of the project provide the context and direction for the preparation of the FMBS HRM Plan. A draft plan has been presented to the FMBS SMC for consideration.

As the Human Resources Management Plan is further developed, the following activities have provided the FMB Secretariat with on-going support of Human Resources Management:

- Skills Inventory Analysis – provided baseline data to determine the knowledge, skills and abilities that currently exist within the organization.
- HRM Database – provides on-going reporting of organizational HRM information, including succession planning, training and development.
- Summer Student Employment Program – students were placed in entry-level positions both regionally and divisionally. Positions were identified in support of co-op placements for students within the Management Studies Diploma Program with Aurora College.
- Progressive Experience Program – high potential students were identified as potential indeterminate employees and funding was received through CHRS to provide recurring summer employment, while building and developing knowledge, skills and abilities.
- Internship Program – supporting the Maximizing Northern Employment strategy, internships were offered to qualified students who had recently completed post-secondary programs that were directly related to the goals and objectives of the FMB Secretariat.

4.0 Affirmative Action Policy Statistics

As at March 31, 2003 the FMB Secretariat had 130 of its 148 active positions filled. One hundred and five (105) of the filled positions were in headquarters with the other twenty-five (25) filled positions being in the regions. Seventeen of the vacant positions were in headquarters while three were in the regions.

	2002-03			2001-02		
	Total	Filled	Vacant	Total	Filled	Vacant
Directorate	19	13	6	18	15	3
Labour Relations & Compensation Services	52	44	8	50	46	4
Government Accounting	25	21	4	26	23	3
Budgeting & Evaluation	14	12	2	14	11	3
Audit Bureau	13	8	5	13	9	4
TSC	n/a	7	(7)	n/a	n/a	n/a
Fort Smith	10	11	(1)	10	9	1
Fort Simpson	6	6	0	6	4	2
Inuvik	9	8	1	9	9	0
TOTAL	148	130	18	146	126	20

Of the 130 filled positions as of March 31, 2003, 79 of the incumbents (61%) were eligible members of an Affirmative Action Policy target group. *This represents an increase in representation of Affirmative Action Policy target group members from 48% in 2001-2002.*

Category	2002-03	2001-02	2000-01
Indigenous Aboriginal	29	23	26
Indigenous Non-Aboriginal	41	31	37
Disabled	-	-	-
Women in Management	2	2	3
Women in Non-Traditional Occupation	7	5	5
Total Affirmative Action	79	61	71
Other	51	65	63
Total Employees	130	126	134

The following two schedules (Table 1 and Table 2) provide information on the Affirmative Action Policy statistics for the 2001-02 and 2002-03 fiscal years. Table 3 identifies the areas of change that have occurred between the two fiscal years.

Table 4.1**2002-03 Fiscal Year Results**

Category	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Indigenous Aboriginal	12	8	4	5	29
Indigenous Non-Aboriginal	36	2	1	3	42
Disabled	-	-	-	-	-
Women in Management	1	-	-	1	2
Women in Non-Traditional Occupation	7	-	-	-	2
Total Affirmative Action	56	10	5	8	79
Percentage	53%	91%	83%	100%	61%
Other	49	1	1	0	51
Percentage	47%	9%	17%	100%	39%
Total Filled Positions	105	11	6	8	130

Table 4.2**2001-02 Fiscal Year Results**

Category	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Indigenous Aboriginal	10	7	3	3	23
Indigenous Non-Aboriginal	30	1	-	-	31
Disabled	-	-	-	-	-
Women in Management	1	-	-	1	2
Women in Non-Traditional Occupation	5	-	-	-	5
Total Affirmative Action	46	8	3	4	61
Percentage	44%	89%	60%	50%	48%
Other	58	1	2	4	65
Percentage	56%	11%	40%	50%	52%
Total Filled Positions	104	9	5	8	126

Table 4.3**Changes from the 2001-02 to the 2002-03 Fiscal Year**

Category	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Indigenous Aboriginal	+2	+1	+1	+2	+6
Indigenous Non-Aboriginal	+6	+1	+1	+3	+11
Disabled	-	-	-	-	-
Women in Management	-	-	-	-	-
Women in Non-Traditional Occupation*	+2	-	-	-	+2
Total Affirmative Action	+10	+2	+2	+5	+19
Other	-9	0	-1	-4	-14

5.0 Recruitment

Fulltime Positions

The FMB Secretariat continues to support GNWT recruitment initiatives associated with the Affirmative Action Policy and the Maximizing Northern Employment Strategy. For the 2002-03 fiscal year there were seventeen hiring actions.

Table 5.1

2002-03 Fiscal Year Results

Category	LR&CS	Directorate	Govt Budget Accounting & Eval.	Audit & Bureau	Total
Indigenous Aboriginal	-	2	2	-	4
Indigenous Non-Aboriginal	4	1	-	-	5
Disabled	-	-	-	-	-
Women in Management	-	-	-	-	-
Women in Non-Traditional Occupation	-	-	-	1	1
Total Affirmative Action	4	3	2	1	10
Percentage	67%	60%	100%	50%	59%
Other	2	2	-	1	7
Percentage	33%	40%	0%	50%	31%
Total Filled Positions	6	5	2	2	17

The FMB Secretariat continues to utilize strategic human resource management planning to attract and retain competent and qualified members of the designated Affirmative Action Policy categories. Tangible results of effective strategies include the 1000% increase in hiring Affirmative Action Policy category members from the last fiscal year. Representation was increased through:

- 4 direct appointments (3 Indigenous Aboriginal, 1 Indigenous Non-Aboriginal)
- 13 competitions with the following successful candidates:
 - 1 Indigenous Aboriginal
 - 4 Indigenous Non-Aboriginal
 - 1 Woman in Non-Traditional Occupation
 - 7 Non-Affirmative Action Policy target group members

The FMB Secretariat continues to develop recruitment and retention strategies for members of Affirmative Action Policy target groups. Promotion of both summer student and internship programs has enabled the FMB Secretariat to identify competent and qualified individuals and to support their development. However, challenges in recruitment and retention are still faced in relation to positions that require professional accreditation, including the designation of CGA and many positions within the Audit Bureau.

Table 5.2

2001-02 Fiscal Year Results

Category	LR&CS	Government Accounting	Budgeting & Evaluation	Audit Bureau	Inuvik	Total
Indigenous Aboriginal	1	-	-	-	-	1
Indigenous Non-Aboriginal	-	-	-	-	-	-
Disabled	-	-	-	-	-	-
Women in Management	-	-	-	-	-	-
Women in Non-Traditional Occupation	-	-	-	-	-	-
Total Affirmative Action	1	-	-	-	-	1
Percentage	14%	-	-	-	-	6%
Other	6	3	2	3	1	15
Percentage	86%	100%	100%	100%	100%	94%
Total Filled Positions	7	3	2	3	1	16

Intern Positions

In support of the Maximizing Northern Employment Strategy, the FMB Secretariat established seven internship positions during the 2002-03 fiscal year. For the 2002-03 fiscal year there were three hiring actions. Thirty three percent of these hires were eligible members of an affirmative action target group.

Position Title	Division	Region	Status	Priority Status
Records & ATTIP Officer	Directorate	HQ	Vacant	n/a
Technical Systems Analyst	LR&CS	HQ	Filled	Not affirmative action
Payroll Specialist	LR&CS	HQ	Filled	Not affirmative action
Labour Relations Officer	LR&CS	HQ	Vacant	n/a
Labour Relations Researcher	LR&CS	HQ	Vacant	n/a
Equal Pay Researcher	LR&CS	HQ	Vacant	n/a
Jr. Consolidation Accountant	G/A	HQ	Filled	Indigenous Aboriginal
Total Intern Positions				7
Total Filled				3
Total Affirmative Action				1
Affirmative Action Percentage				33%

This represents a 25% decrease in hiring actions for internship positions from the 2001-02 fiscal year. While internship positions are available, it appears that there is a short supply of qualified students with skill sets and educational backgrounds that match the requirements of the FMB Secretariat.

Summer Student Positions

It is an objective of the FMB Secretariat to provide summer students with meaningful work and complementary learning experience to encourage the recruitment and retention of post-secondary students. During the summer of 2002, there were a total of twenty-two summer students hired – twenty in headquarters and two in the regions. One hundred percent of these hires were eligible members of an affirmative action target group. A budget of \$100,000 was established in the Secretariat to fund the summer student initiative. Actual expenditures totaled \$187,000.

Position Title	Division	Region	Number	Priority Status
Assistant Researcher	LR&C	HQ	1	Indigenous Non-Aboriginal
LR Researcher	LR&C	HQ	1	Indigenous Non-Aboriginal
Accounting Services Clerk	Govt Acct	HQ	1	Indigenous Non-Aboriginal
Tech Systems Analyst	LR&C	HQ	1	Indigenous Non-Aboriginal
Records Technician	Directorate	HQ	2	Indigenous Non-Aboriginal
Asst Reconciliation Officer	Govt Acct	HQ	1	Other
Admin Assistant	LR&C	HQ	1	Indigenous Aboriginal
Audit Asst	Audit Bureau	HQ	1	Indigenous Non-Aboriginal
File Clerk	LR&C	HQ	1	Indigenous Non-Aboriginal
Equal Pay Dbase Administrator	LR&C	HQ	1	Other
Equal Pay Admin Asst	LR&C	HQ	1	Indigenous Aboriginal
IT Analyst	Directorate	HQ	1	Indigenous Non-Aboriginal
Research Asst	Budget & Eval	HQ	1	Indigenous Aboriginal
Records Technician	Directorate	HQ	1	Indigenous Aboriginal
GSN/ Direct Deposit Coord.	Govt Acct	HQ	1	Indigenous Non-Aboriginal
Equal Pay Telephone Op.	LR&C	HQ	2	Indigenous Aboriginal
Equal Pay Admin Asst	LR&C	HQ	1	Indigenous Non-Aboriginal
Equal Pay Telephone Op.	LR&C	HQ	2	Indigenous Non-Aboriginal
Asst Reconciliation Officer	Govt Acct	HQ	1	Indigenous Non-Aboriginal
Admin Assistant		Inuvik	2	Indigenous Aboriginal
Financial Audit Asst.		Inuvik	1	Indigenous Aboriginal
Finance and HR Officer		Fort Smith	1	Indigenous Aboriginal
Finance and Compensation Clerk		Fort Simpson	1	Indigenous Aboriginal
Total Summer Student Positions				27
Total Affirmative Action				25
Affirmative Action Percentage				93%

This represents an increase in hiring actions for summer students of 23% from the 2001-02 fiscal year.

Co-op Student Positions

Aurora College's Cooperative Work Placement Program provides Management Studies students with the opportunity to apply what they have learned in their course work at the College to real-life work situations. In support of this program, the FMB Secretariat was able to provide meaningful work assignments for three students for the summer of 2001. One hundred percent of these hires were eligible members of an affirmative action target group.

Position Title	Division	Region	Number	Priority Status
Finance/HR Officer	Directorate	Ft Smith	1	Indigenous Aboriginal
Audit Assistant	Audit Bureau	HQ	1	Indigenous Non-Aboriginal
Assistant Collections	Govt. Accounting	HQ	1	Indigenous Non-Aboriginal
Total Co-op Student Positions				3
Total Affirmative Action				3
<i>Indigenous Aboriginal</i>				1
<i>Indigenous Non-Aboriginal</i>				2
<i>Affirmative Action Percentage</i>				100%

The Aurora College Management Studies Co-op Program was supported by the FMB Secretariat at the same level as it was during the 2001-02 fiscal year. In the three positions that have been identified as meaningful and challenging work opportunities for students in this program, the FMB Secretariat maintained the level of 100% of incumbents as members of Affirmative Action Policy target groups, for the second year in a row.

6.0 Terminations

Turnover Rate

During the 2002-03 fiscal year, the FMB Secretariat had eighteen terminations. Based on a total complement for the fiscal year of one hundred and thirty, this represents a turnover rate of 13.8. The government wide turnover rate for the same period of time is approximately 15 percent.

The reasons for termination included:

Employment with a GNWT Board or Agency	10
Dismissal	1
Layoff	2
Resignation	4
Retirement	1
Total	18

Exit Interviews

Exit interviewing is a process used for gathering information from separating personnel. An exit interview is simply a conversation between a departing employee (who is leaving the company either voluntarily or involuntarily) and a representative from the organization. The interview can follow a structured format or be conducted on an informal basis; written questionnaires can even be used in place of a face-to-face meeting. Whichever format is used, exit interviews are generally documented.

Employees who leave voluntarily or involuntarily are sources of valuable information. The exit interviews are a good way to gather this information as it allows for the separating personnel to voice complaints, offer constructive criticism, let off steam, air some gripes, or simply describe why he or she is heading elsewhere. The interview can cover issues such as benefits, working conditions, opportunities for career advancement, the quality and quantity of the workload, and relationships with co-workers and supervisors. The exit interview is most clearly of real value for the employer, who can use the information gathered as a reality check, a trend-spotter, and an informal but significant review to see how the company is doing in the areas of human resource management.

Most employers conduct exit interviews with at least some departing employees. The exit interview process is a service provided for the FMB Secretariat by the Corporate Services Unit of the Department of the Executive.

For the fiscal year ending March 2003, six terminating employees were offered exit interviews by the Human Resources Unit - Corporate Services Division within the Department of Executive. However, feedback was not received by the FMB Secretariat from the Department of Executive in relation to these interviews. As such, completion rates and possible reasons for terminations are not available.

7.0 Training and Development

Training

The FMB Secretariat continues to encourage and support its employees by identifying to staff training and development opportunities and allocating financial resources to support these training needs. During the 2002-03 fiscal year the Secretariat again dedicated \$150,000 towards a training fund. The actual expenditures for the 2002-03 fiscal year totaled \$189,285. Over 1,000 days of training and development opportunities were provided for 67 employees. These opportunities were provided for workshops, seminars, conferences and certificate programs such as:

CGA Professional Development	PeopleSoft Training
Microsoft Certified Systems Engineer	Payroll Training
Microsoft Excel, Word, PowerPoint	Speed Reading
Access to Information and Protection of Privacy	Access Database
Plain Language Writing and Speaking	Tangible Capital Assets
Negotiation Skills and Conflict Resolution	Career Development
Retirement Planning/Succession Planning	Public Speaking
Public Sector Bargaining/Developments in Labour Relations	
Various Conferences	

In comparison to the 2001-02 fiscal year expenditures for training and development, costs for the FMB Secretariat were reduced by \$ 8,715. While training and development costs were reduced, the number of employees who participated in training and development opportunities increased from 65 in the 2001-02 fiscal year to 67 in the 2002-03 fiscal year. This represents an increase of 3% in the number of individuals trained with a cost savings of 4.4% as compared to the previous year.

Development

The FMB Secretariat continues to provide development opportunities for its employees, as well as other government employees through transfer assignment and secondment opportunities.

A transfer assignment is the temporary assignment of an employee to another position within the same department for professional development or to make use of an employee's expertise not available in a management unit. For the 2002-03 fiscal year there were seven transfer assignment opportunities actioned.

A secondment is the temporary assignment of an employee to another position within another department, board, agency or outside organization for professional development or to make use of an employee's expertise not available in a management unit. For the 2002-03 fiscal year there were twelve secondment opportunities actioned – four opportunities where employees from other government departments or boards were employed in the FMB Secretariat, and eight opportunities where FMBS employees were employed in other departments or agencies.

Feedback

The Secretariat continues to be committed to providing its employees with timely and accurate feedback and planning in relation to performance. The intent is to provide employees with feedback on performance, identify skills that present potential for improvement, identify potential areas for career development, and provide employees with access to training and development opportunities that enhance development. The completion rate continues to be high. For the 2002-03 fiscal year the completion rate was in the ninety-percentile range.

8.0 Departmental Demographics**Age of Employees**

The average age of employees in the FMB Secretariat is 41 years old. The age distribution of employees is:

Age Range	Numbers	Percentage
20 to 24 year range	3 employee	2
25 to 29 year range	13 employees	10
30 to 34 year range	16 employees	13
35 to 39 year range	32 employees	25
40 to 44 year range	18 employees	14
45 to 49 year range	20 employees	15
50 to 54 year range	14 employees	11
55 to 59 year range	11 employees	8
60 and greater	3 employees	2
	130 employees	100

Years of Service

The average years of service of those in the department is 8.8 years.

Year Range	Numbers	Percentage
0 to 4 year range	59 employees	46
5 to 9 year range	17 employees	13
10 to 14 year range	23 employees	18
15 to 19 year range	16 employees	12
20 to 24 year range	7 employees	5
25 to 29 year range	5 employees	4
30 to 35 year range	3 employees	2
	130 employees	100

Department of Health and Social Services

Affirmative Action Status

As of March 31, 2003, there were 1078 public service employees within the N.W.T. health and social services system. The data includes all indeterminate, term and part time employees. Employees of the Hay River Community Services Board are not public servants and are not included in the data.

Affirmative Action Status by Health and Social Services Authority

Regional Board/ Authority	Total Employee Records Reporting AA Status	% of Affirmative Action Employees	% Aboriginal			% Ind. Non-Aboriginal			% Other Non-Aboriginal		
			Male	Female	% Combined Gender	Male	Female	% Combined Gender	Male	Female	% Combined Gender
Deh Cho	54	52%	4	20	44.4%	1	3	7.4%	2	24	48.1%
Dogrib	63	65%	3	36	61.9%	1	1	3.2%	5	17	34.9%
Fort Smith	79	44%	0	33	41.8%	0	2	2.5%	5	39	55.7%
Inuvik	238	50%	17	95	47.1%	1	6	2.9%	23	96	50.0%
Stanton	355	19%	1	25	7.3%	15	27	11.8%	42	245	80.8%
Yellowknife	124	40%	2	32	27.4%	1	15	12.9%	9	65	59.7%
Department	165	32%	2	28	18.2%	9	14	13.9%	28	84	67.9%
Gender Totals	1078	37%	29	269		28	68		114	570	
HSS Overall Total	1078	37%	298		27.6%	96		8.9%	684		63.5%

% of Indigenous Aboriginal and Indigenous Non-Aboriginal Employees in the Health and Social Services System by fiscal year

	2002/2003	2001/2002	2000/2001	1999/2000
Indigenous Aboriginal	27.6	27.4	24.6	24.4
Indigenous Non-Aboriginal	8.9	8.3	7.9	8.1
Total	36.5%	35.7%	32.5%	32.5%

Department of Health and Social Services

Affirmative Action Status

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Affirmative Action Status by Health and Social Services Authority

Regional Board/ Authority	Total Employee Records Reporting AA Status	% of Affirmative Action Employees	% Aboriginal			% Ind. Non-Aboriginal			% Other Non-Aboriginal		
			Male	Female	% Combined Gender	Male	Female	% Combined Gender	Male	Female	% Combined Gender
Deh Cho	54	52%	4	20	44.4%	1	3	7.4%	2	24	48.1%
Dogrib	63	65%	3	36	61.9%	1	1	3.2%	5	17	34.9%
Fort Smith	79	44%	0	33	41.8%	0	2	2.5%	5	39	55.7%
Inuvik	238	50%	17	95	47.1%	1	6	2.9%	23	96	50.0%
Stanton	355	19%	1	25	7.3%	15	27	11.8%	42	245	80.8%
Yellowknife	124	40%	2	32	27.4%	1	15	12.9%	9	65	59.7%
Department	165	32%	2	28	18.2%	9	14	13.9%	28	84	67.9%
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	2002/2003	2001/2002	2000/2001	1999/2000
Indigenous Aboriginal	27.6	27.4	24.6	24.4
Indigenous Non-Aboriginal	8.9	8.3	7.9	8.1
Total	36.5%	35.7%	32.5%	32.5%

Affirmative Action Status Employees occupying Management Positions (66)			
	Males	Females	Total
Aboriginal	1 (1.5%)	6 (9.1%)	7 (10.1%)
Indigenous Non-Aboriginal	6 (9.1%)	5 (7.6%)	11 (16.7%)
Non-Aboriginal	20 (30.3%)	28 (42.4%)	48 (72.7%)

Affirmative Action Status Employees occupying Non-Traditional positions (28)			
	Males	Females	Total
Aboriginal	1 (3.6%)	0 (0.0%)	1 (3.6%)
Indigenous Non-Aboriginal	6 (21.4%)	1 (5.9%)	7 (25.0%)
Non-Aboriginal	17 (60.7%)	3 (10.7%)	20 (71.4%)

Retention and Recruitment Initiatives

The Retention and Recruitment Plan for Allied Health Care Professionals, Nurses and Social Workers

In November 2002, *The Retention and Recruitment Plan for Allied Health Care Professionals, Nurses and Social Workers* was approved. The plan emphasizes the GNWT's commitment to ensuring there are adequate allied health care professionals, nurses and social services workers in the NWT.

The Retention and Recruitment Plan for Allied Health Care Professionals, Nurses and Social Workers contains initiatives aimed at ensuring there are adequate human resources available to deliver health and social services and programs through the retention of current employees, the development of a northern workforce and creative and proactive recruitment strategies.

The following are some of the initiatives contained in *The Retention and Recruitment Plan for Allied Health Care Professionals, Nurses and Social Workers* that support the development of a northern workforce:

Professional Development

The Employee Development Program for front-line workers was enhanced to provide eligible employees with a minimum of one professional development opportunity, with pay, per year. To assist with expenses, such as tuition and travel, financial assistance of \$2,000 is available for employees residing in Yellowknife, Hay River or Fort Smith and financial assistance of \$3,000 is available for employees residing in all other communities in the NWT.

Eligible employees will participate in professional development opportunities that enhance or increase their knowledge or skills in health and social services professions and are linked to training and professional development requirements.

Bursary Programs

To assist in the development of a northern workforce, in 2002/03 a total of 257 bursaries were issued under the following bursary programs:

- 77 Health and Social Services Bursary
- 45 Practicum Bursary
- 23 Preceptorship Bursary
- 4 Health and Social Services Post Graduate Bursary
- 5 Southern Educational Program Remissible Bursary
- 3 Nurse Practitioner Program – Supplemental Bursary
- 1 Residents in Family Practice Bursary
- 6 NWT Medical Student Bursary
- 11 Justice Emmett Hall Medical Clerkship Elective Bursary
- 82 One-Time Health and Social Services Bursary

To attract and retain students in the nursing and social work programs at Aurora College, one-time Return of Service Bursaries were available in the 2002/03 academic year. 82 bursaries were provided to Aurora College nursing and social work students who, through Return of Service Agreements, agree to reside and work in their respective occupation in the NWT upon completion of their studies.

The benefits of bursaries are immediate to students and, in the medium and long-term, assist in the development of a northern workforce.

Intern Health Professional Plan

As part of our ongoing effort to develop a northern workforce, 14 entry-level nursing positions were established effective April 1, 2003 to assist in the integration of Aurora College nursing graduates into the health and social services system.

Social Worker Mentorship Program

The Social Worker Mentorship Program assists Health and Social Services Authorities/Boards with the transition of new social workers into their jobs and communities through mentorship relationships with experienced social workers.

The first phase of implementation consisted of:

- piloting the program in two locations for a period of three months; and
- designing, developing and delivering a Mentorship Skill Development Workshop

Mentorship Allowances

Mentorship allowances of \$3,000 have been negotiated with the Union of Northern Workers for employees who agree to mentor under the formal nurse and social workers mentorship programs.

Summer Employment Program

In 2002, the Health and Social Services Summer Student Employment Program supported the health and social services authorities/boards in hiring 32 northern post-secondary summer students.

Education Leave

The Health and Social Services System recognizes the benefits of educational leave. Seven employees received education leave in the 2002/2003 fiscal year.

Succession Planning

A Health and Social Services System-Wide Comprehensive Human Resource Plan, that will include a succession-planning component, is currently being developed with implementation scheduled for the fall of 2003.

Evaluation/Accountability

Following a Department survey designed to identify the number of performance appraisals completed, there was an increase from 31% completion rate in 2000/01 to 45% in 2001/02.

The Department of Health and Social Services recognizes the importance of ongoing performance feedback and the development of employees, which resulted in the implementation of a new Performance Development Review System in the fall of 2002. The first phase of the implementation of the new system resulted in more than 80% of current employees receiving goals and objectives in November 2002. As at the end of March 2003, Performance Development Reviews were completed for 82% of non-senior management employees within the Department of Health and Social Services. Performance Development Reviews for Senior Managers are due April 30th.

Maximizing Northern Employment

The Health and Social Services System actively participate in the Maximizing Northern Employment Program. Below is an overview of the many initiatives undertaken through this program:

- Three intern positions were filled in 2002/03; two in the health and social services authorities and one in the Department.
- Mentorships provide new NWT graduates with the opportunity to consolidate skills and confidence needed to be successful in their new careers.
- The Nurse Graduate Mentorship Program replaced the Nurse Mentorship program that has existed since 1997. The new program is designed to accommodate 30 graduates a year with the majority of the graduates entering the program in 2003. The increase from three to nine Nurse/Educator Mentors located in the regions opened opportunities for new graduates, depending on the graduates abilities, to gain experience in community health centres, public health, home care and long term care settings.
- The Advanced Nurse Mentorship Program is designed to assist nurses who have acquired more than two years experience and have the desire to transfer their skills into another area of expertise. For example, it enables them to gain the necessary experience and training to transfer from surgery to obstetrics.
- The Social Work Graduate Placement Program is designed to assist new graduates with their integration into community and workplace environments.

- The Nurse Graduate Placement Program is designed to assist with the integration of nurse graduates into the Health and Social Services System. In 2002, the program was implemented and resulted in 19 nursing graduates being placed in the Health and Social Services System.

Department of Justice

Affirmative Action Status

As of March 31, 2003 there were 401 employees within the Department of Justice. This includes all indeterminate and term employees.

	March 31, 2003	March 31, 2002
Total Employees	401	379
Indigenous Aboriginal	137 (34.2 %)	135 (35.1%)
Indigenous Non-Aboriginal	64 (16%)	64 (16.9%)
Disabled	1 (.2%)	1 (.3 %)

	March 31, 2003	March 31, 2002
Management Positions	12	12
Women in Management	3 (25%)	3 (25%)
Aboriginal in Management	2 (16.7%)	1(8.3%)

	March 31, 2003	March 31, 2002
Non-Traditional Positions	9	10
Women in Non-Traditional	4 (44.4%)	3 (30%)

Highlights

During the reporting period April 1, 2002 to March 31, 2003 the Department of Justice was active in supporting the affirmative action policy in the following areas.

Recruitment

A total of 99 positions were filled during this period, of which 41 were filled with affirmative action candidates.

Under the GNWT Internship Program the Department of Justice hired 5 interns and all 5 qualified under the Affirmative Action Policy.

To assist in the development of potential future employees, 30 summer students were hired. Of these, 28 qualified under the Affirmative Action Policy.

Retention/Succession Planning

A total of 10 employees were provided the opportunity to develop their knowledge, skills and experience through transfer assignments within the department, 6 of these qualified as affirmative action.

In 1999 the department established a bursary program for indigenous aboriginal law students. During the 2002/03 academic year a total of 6 students were funded through this program. The program also offers opportunities for summer employment and mentoring. One bursary recipient was employed with the Department of Justice during the summer of 2002.

The department places great importance on the training and development of its employees, particularly those who qualify as affirmative action. All training and development activities have been tracked for the past year and the results are being compiled.

All departmental managers are encouraged to work closely with their aboriginal employees to assist them with their professional development and career planning. Formal and informal training plans are used wherever possible.

A Human Resource Action Plan is under development for the Corrections Service, to allow all employees the opportunity to enhance their professional development and assist with their career progression. There will be a particular emphasis on the development of aboriginal candidates for management positions.

Evaluation/Accountability:

Recognizing the importance of ongoing performance feedback, the department placed great emphasis on the importance of completing performance appraisals. The completion rate for appraisals due in the calendar year 2002 was 81%, as of April 17, 2003.

Legislative Assembly

Affirmative Action Status

As of March 31, 2003 there were 32 employees within the Legislative Assembly including employees for Elections NT, the Office of the Languages Commissioner and the Special Committee of Official Languages. This includes all indeterminate, term and part-time employees. It does not include the Members of the Legislative Assembly and their staff.

	March 31, 2003	March 31, 2002
Total Employees	32	32
Indigenous Aboriginal	3 (9.37%)	3 (9.37%)
Indigenous Non-Aboriginal	14(43.74%)	14 (43.75%)
Disabled	0	0

	March 31, 2003	March 31, 2002
Management Positions	4	4
Women in Management	1	1
Aboriginal in Management	0	0

	March 31, 2003	March 31, 2002
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

All of the positions are located in Yellowknife.

The following areas highlight the how the Legislative Assembly supports the Affirmative Action Policy:

Recruitment

There were nine positions filled during the year. One was filled by a transfer assignment of an employee from another department. An Indigenous Aboriginal

filled one, and five were filled with affirmative action candidates. The Legislative Assembly also hired one intern and two interns transferred from another department under the internship program in the prior fiscal year and completed their internships in this fiscal year. The Legislative Assembly did not hire any interns for the fiscal year 2002/03 as there were no suitable matches.

For the summer of 2002 the department employed eight students. Two of the students were Indigenous Aboriginal and five were Indigenous Non-Aboriginal.

Retention

The Legislative Assembly continues to support the on-going professional development of employees. Employees took part in training in the following areas: computers, finance, records management and access to information and human resources. Employees also participated in professional conferences.

The department is also supportive of the work/family balance of employees by allowing flextime and part time employment.

Succession Planning

Employees were able to develop new skills by cross training in different positions and by completing acting assignments. Two employees went on one-year transfer assignments to other departments.

Evaluation/Accountability

The department recognizes the importance of feedback in terms of performance and expectations. The department made a concerted effort to ensure performance reviews were completed for all employees. There were twenty-one performance reviews completed.

Department of Municipal and Community Affairs

Affirmative Action Status

As of March 31, 2003, there were 117 employees within the Department of Municipal and Community Affairs. This includes all indeterminate, term and part-time employees.

	March 31, 2003	March 31, 2002
Total Employees	117	114
Indigenous Aboriginal	31 (26.5%)	33 (28.9%)
Indigenous Non-Aboriginal	26 (22.2%)	25 (21.9%)
Disabled	0	0

	March 31, 2003	March 31, 2002
Sr Management Positions	13	13
Women in Management	3 (23.1%)	2 (15.4%)
Aboriginal in Management	3 (23.1%)	3 (23.1%)

	March 31, 2003	March 31, 2002
Non-Traditional Positions	13	13
Women in Non-Traditional	1 (7.7%)	1 (7.7%)

	HQ/YK/North Slave March 31, 2003	Inuvik/Sahtu March 31, 2003	South Slave/Deh Cho March 31, 2003
Total Employees	78	19	20
Indigenous Aboriginal	10	8	13
Indigenous Non-Aboriginal	22	1	3
Disabled	0	0	0

Highlights

During the period April 01, 2002 to March 31, 2003, the Department of Municipal and Community Affairs was particularly active in supporting the Affirmative Action Policy in the following areas.

Corporate Policy

- *The Department recognizes the need to develop its human resources and is committed to doing so. In what has become a rapidly changing and challenging work environment it is critical that staff have the appropriate skills, knowledge and abilities to do their job. The Department sees learning as a lifelong process and subscribes to the notion of a learning organization.*
- The Department is developing new training guidelines, including a plan to deliver core competency training for staff.
- MACA has continued to build an increased presence in all of its regional offices in order to continue to build capacity and prepare for new governance arrangements. New regional positions have been established to meet operational needs of each region.

Recruitment

- Twenty-eight positions were filled during the year, ten with affirmative action candidates.
- In an effort to develop the skills and experience of potential future employees, eighteen students were employed in the summer of 2002 with the Department, of these fourteen were affirmative action candidates.
- One direct appointment of an affirmative action employee was made in the reporting period.
- The Department is committed to hiring graduate students under the GNWT Internship Program. Of the five interns hired in 2002/03, four are continuing the program with the Department and one left for personal reasons.
- For hard to staff positions such as Engineers, the Department is making a concentrated effort to hire engineering technologists, and has successfully placed two in our regional offices. We are also continuing the training program of an aboriginal employee for an Assistant Fire Marshal position.

Retention

- One long term northerner was involved in a secondment to an outside organization.
- The department encouraged all employees to seek out and attend at least one developmental training event per year. Advice on Career Planning was available. The department also provided financial support to employees who, by their own initiative, successfully furthered their education on personal time. (ie.) one is working towards an accounting designation..
- The department actively supported the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. one long term employee is advancing his studies through Royal Roads University to obtain Master's degree.
- Two long term northerners attended a series of Queen's University courses held in Yellowknife and both were successful in obtaining a certificate in Industrial Relations.
- The department recognized that fact that its most important resource is its human resources and planned to improve employee recognition programs. The Department holds the yearly "Long Service Awards Program" and will continue to explore other ways employees can be recognized.
- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met. Three employees work on a part-time basis and approximately 10% of the staff are utilizing flexible work hours.

Succession Planning

- Two long term northerners, were provided the opportunity to develop their skills through internal transfer assignments within the department.
- A number of employees were given acting assignments to more senior level positions for developmental purposes, for example, Senior Land Officer acting as a Manager, Land Programs; and many senior level officers acting in the Director or Superintendent positions.
- The department's Job Evaluation Committee continued to include some non-management staff, giving these employees an opportunity to develop new

skills and gain a better understanding of the organization. More individuals were trained during the reporting period.

Exit

- The Department adopted the GNWT Exit Interview Program. The number returned to date is low but the information was captured in the database to be used to produce statistics government wide. A more concentrated effort will be made to encourage employees to complete the forms.
- During the reporting period there were seventeen new hires, eleven transfers in from other GNWT departments, fifteen terminations that included retirements and two transfers out to other GNWT departments.

Evaluation/Accountability

- Recognizing the importance of ongoing feedback in terms of performance and expectations, the department made a concerted effort to ensure performance reviews were completed for all employees where there was at least a six-month reporting relationship between employee and supervisor. This resulted in performance appraisals being completed for 80% of the staff.

Northwest Territories Housing Corporation

Affirmative Action Status

The Corporation continues to improve the representation of affirmative action employees over the past two years.

Year	% Indigenous Aboriginal	% Affirmative Action Employees	Affirmative Action as a % of Total Management Positions
1999/00	30%	48%	50%
2000/01	36%	54%	64%
2001/02	38%	60%	68%
2002/03	38%	67%	65%

As of March 31, 2003 there were 97 employees within the Northwest Territories Housing Corporation. This includes all indeterminate, term and casual employees over four months. 21 employees who meet the affirmative action criteria occupy management positions.

	March 31, 2003	March 31, 2002	March 31, 2001
Total Employees	97	97	98
Indigenous Aboriginal	37 (38.1%)	37 (38.1%)	36 (36.7%)
Indigenous Non-Aboriginal	15 (15.5%)	13 (13.4%)	13 (13.3%)
Women In Non-Traditional	1 (1%)	1 (1%)	2 (2.0%)
Disabled	3 (7.2%)	3 (3.1%)	2 (2.0%)

	March 31, 2003	March 31, 2002	March 31, 2001
Management Positions	31	25	28
Women in Management	10 (32.2%)	8 (32.0%)	4 (14.3)
Aboriginals in Management	9 (29.0%)	8 (32.0%)	9 (32.1%)
Indigenous Non-Aboriginal	5 (16.0%)	5 (20.0%)	5 (17.9%)

The positions are distributed across five districts and Yellowknife Headquarters. A more detailed breakdown by district and Yellowknife Headquarters is contained on the last page. The 10 women identified as Women in Management include 3 Indigenous Aboriginal Women and 1 Long Term Northerner, and 1 in a Non-Traditional occupation.

The Corporation's Senior Management Team is comprised of the five (5) management positions representing each of the Headquarters' Divisions and the five (5) management positions representing the five (5) districts. Eighty (80%) of the Corporation's Senior Management Team meets affirmative actions criteria as follows:

Total Members	Indigenous Aboriginals	Indigenous Non-Aboriginals	Women In Management
10	5	2	1

There are 136 employees located in the Local Housing Organizations and 85% of the employees meet the affirmative action criteria. 70.6% of LHO employees are Indigenous Aboriginal and 14.7% are Indigenous Non-Aboriginal.

Highlights

For the reporting period April 1, 2002 to March 31, 2003, the Corporation supported the Affirmative Action Policy through recruitment and retention.

Recruitment

- Sixteen (16) positions were filled during the year 2002/2003, and 7 (43.8%) of these positions were filled with affirmative action candidates.

Total Positions Filled	Indigenous Aboriginal	Indigenous Non-Aboriginal	Disabled	Women in Management
16	2	1	3	1

- In an effort to develop the skills and experience of potential future employees, seventeen (17) students were employed in the summer of 2002 with the Corporation.

Total Positions Filled	Indigenous Aboriginal	Indigenous Non-Aboriginal
17	9 (52.94%)	8 (47.05%)

- The Corporation strategically placed six of the summer students in positions that complemented their area of study. The Corporation accessed the Maximizing Northern Employment initiative, Progressive Experience Program funding for these six students.
- Under targeted recruitment, four (4) direct appointments to affirmative action candidates. Three individuals were appointed as interns, and the fourth employee appointed is a long-term term employee. Through the direct

appointment process, the Corporation increased their number of affirmative action employees in the following categories: Indigenous Aboriginal, Indigenous Non-Aboriginal, and Disabled.

- Under targeted recruitment, two (2) Aboriginal Program Advisor Trainees entered into their third year of their training program. Approximately eighteen months into their training, both trainees resigned. One resigned to pursue a different career path and the other resigned to return to a position similar to the one held prior to the Program Advisor Trainee position.
- For the next three years, the Corporation will pursue the development of Programs Officer/Advisors through opportunities provided by the implementation of the Internship Program and Succession Planning. For the 2003/04 year, the Corporation has secured two (2) Intern - Programs Advisors positions, one in Fort Simpson and one in Fort Providence.

Challenges and Opportunities

External Challenges: There still remains difficulty in recruiting candidates for those positions that require higher levels of education and experience. This includes Senior Policy Officers, Senior Technical Officers, and Senior Finance Officers.

The difficulty increases in attracting qualified and suitable employees in smaller communities. Local Housing Organizations also experience the same difficulty, especially in attracting individuals for management and trades positions.

Internal Opportunities: The maximizing northern employment initiatives, such as progressive experience and internship programs contributes to building a qualified and suitable workforce over the long term.

Effective implementation of a structured succession planning program will develop middle and senior management over the long term.

Retention

- In support of succession planning, one aboriginal employee has completed the second year of his training for the District Controller's position. The individual continues to do exceptionally well with his Certified General Accountants courses as well as with his on-the-job training and performance of duties.
- A second aboriginal individual is on a two-year internal transfer assignment to a middle management position.

- The Corporation actively supports the on-going professional development of staff. The Corporation's investment in training and development initiatives for fifty-four (54) employees in 2002/2003 was approximately \$189,858. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

Thirty-two (32) Affirmative Action Employees out of a total of fifty-four (54) received professional development during 2002/2003. The total investment amounted to \$117,234. A breakdown of this investment by affirmative action category is as follows:

Category	Number of Employees Receiving Professional Development	Investment
Indigenous Aboriginals	18	\$ 72,256
Disabled	2	\$ 10,517
Indigenous Non-Aboriginals	8	\$ 29,268
Women-In Non Traditional	1	\$ 1,895
Women-In Management	4	\$ 3,298

- The overall average training dollars spent per Corporation employee in 2002/2003 was \$3,516. The average training dollars spent on affirmative action employees in the same fiscal year was \$3,664.

The Corporation continues to recognize the long service of its employees at regular social events throughout the year. Headquarters and each of the districts plan and implement two staff functions/ events annually. One of the special functions occurs during the summer months so as to include acknowledgement and appreciation to summer students as well as regular staff.

Succession Planning

- Two affirmative action employees are on external transfer assignments.
- Two affirmative action employees are on internal transfer assignments.

Evaluation/Accountability

- The Corporation supports the performance review process as it provides an opportunity to recognize staff for their achievements and to identify professional and personal development in consultation with the respective employees. Completion rate for Performance Reviews was 97%.

Affirmative Action – Northwest Territories Housing Corporation – March 31, 2003

Yellowknife HQ/ Districts	Total Employees	Aboriginal	Long Term Northerners	Disabled
Yellowknife HQ	54	14	10	5
North Slave	7	4	2	
South Slave	13	10	3	
Nahendeh	5	4		
Sahtu	7	1		1
Beaufort Delta	11	4		1
Totals	97	37	15	7

Yellowknife/ Districts	Women In Non- Traditional	Total Management	Women In Management	Aboriginals In Management	Long-Term Northerners In Management
Yellowknife/HQ	1*	17	4	2	3
North Slave		3		1	1*
South Slave		3		1	1
Nahendeh		2		2*	
Sahtu		2		1*	
Beaufort Delta		4	1	2*	
TOTALS	1	31	5	9	5

Women in Management show only those women who do not meet affirmative action criteria in any category other than Women in Management. If the women who meet affirmative action criteria in one of the other categories were included, the total women in Management would be 10.

* Indicates one of the employees fits the criteria also as a woman in management.

Affirmative action employees occupy 65% of total management positions.

Local Housing Organizations

As of March 31, 2003

BEAUFORT DELTA DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Aklavik	7	3	0	4	0
Ft. McPherson	6	3	0	2	0
Holman	7	2	0	4	0
Inuvik	9	2	2	1	2
Paulatuk	2	2	0	0	0
Sachs Harbour	3	2	0	1	0
Tsiigehtchic	2	2	0	0	0
Tuktoyatuk	11	4	0	5	0
	47	20	2	17	2

NAHENDEH DISTRICT

NAKAMEN DISTRICT					
	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Fort Simpson	6	2	0	3	1
	6	2	0	3	1

SAHTU DISTRICT

SANTA BARBARA					
	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Deline	7	3	0	4	0
Norman Wells	4	0	1	1	1
Radliff Koe	9	2	0	7	0
Tulita	5	2	0	3	0
	25	7	1	15	1

SOUTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Fort Providence	9	4	0	4	1
Fort Resolution	5	2	0	2	1
Fort Smith	6	1	2	1	1
Hay River	8	1	1	1	2
Lutsel' ke	4	2	0	1	0
	32	10	3	9	5

Local Housing Organizations

As of March 31, 2003

BEAUFORT DELTA DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Aklavik	7	3	0	4	0
Ft. McPherson	6	3	0	2	0
Holman	7	2	0	4	0
Inuvik	9	2	2	1	2
Paulatuk	2	2	0	0	0
Sachs Harbour	3	2	0	1	0
Tsiigehtchic	2	2	0	0	0
Tuktoyatuk	11	4	0	5	0
	47	20	2	17	2

NAHENDEH DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Fort Simpson	6	2	0	3	1
	6	2	0	3	1

SAHTU DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Deline	7	3	0	4	0
Norman Wells	4	0	1	1	1
Radliff Koe	9	2	0	7	0
Tulita	5	2	0	3	0
	25	7	1	15	1

SOUTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Fort Providence	9	4	0	4	1
Fort Resolution	5	2	0	2	1
Fort Smith	6	1	2	1	1
Hay River	8	1	1	1	2
Lutsel' ke	4	2	0	1	0
	32	10	3	9	5

NORTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Yellowknife Housing Authority	10	0	2	0	3
Yellowknife Dene First Nation	7	3	0	3	0
Dogrib Rae Band Housing Division	9	2	0	5	0
	26	5	2	8	3

Total Staff	Indigenous Aboriginal	Indigenous Non-Aboriginal
136	96	20
100%	70.6	14.7

TOTAL AFFIRMATIVE ACTION EMPLOYEES	116	85.3
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NORTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non- Aboriginal
Yellowknife Housing Authority	10	0	2	0	3
Yellowknife Dene First Nation	7	3	0	3	0
Dogrib Rae Band Housing Division	9	2	0	5	0
	26	5	2	8	3

Total Staff	Indigenous Aboriginal	Indigenous Non-Aboriginal
136	96	20
100%	70.6	14.7

TOTAL AFFIRMATIVE ACTION EMPLOYEES	116	85.3
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Department of Public Works and Services

As of March 31, 2003, The Department of Public Works and Services (PWS) had 209 staffed and 10 vacant positions. PWS had 108 employees in Yellowknife, which includes the North Slave Regional office, 62 employees in the Ft. Smith Region and 39 employees in the Inuvik Region.

The breakdown of positions is as follows:

8	in Senior Management
23	in Middle Management
178	in other positions

Employees who are part of the designated groups under the Affirmative Action Policy make up 49% of the department. The majority, 34%, are indigenous aboriginal employees. The department supports the affirmative action strategy as evidenced by an increasing percentage of affirmative action employees.

Recruitment and Retention

During 2002/03:

- Five women were hired into non-traditional occupations.
- Five direct appointments were approved - four were affirmative action candidates and one was an intern into a non-traditional occupation.
- The department staffed twenty-four positions of which fourteen were affirmative action candidates.
- Northern residents were hired for 22 of the 23 positions.
- Four affirmative action candidates are currently participating in training programs - in the petroleum products area, in the maintenance management area, in the computer services area, and in the water and sewage area.
- Six employees are participating in transfer assignments to broaden their experience.
- Three employees retired over the past year and twelve resigned.
- Thirty- three affirmative action students were hired for summer employment.

The department ensures that job descriptions do not contain systemic barriers for affirmative action candidates, and equivalencies are established for all positions. Selection criteria and questions fairly reflect the job requirements and are not structured to exclude any affirmative action groups.

The department continues to experience difficulty recruiting affirmative action candidates for its professional and technical positions due to the level of education required for these positions. The department has established intern

positions to assist in meeting its requirements, but has found there are not enough students graduating with a post-secondary education in these disciplines to fill positions. The department is a sponsor of math and science awards for junior high schools throughout the NWT to encourage students to continue with these subjects, which are a requirement for engineering, architecture and computer sciences post-secondary programs.

All employees are recognized for their long service during departmental staff events.

In the last fiscal year, 157 employees participated in some form of training at an average cost of \$2,000 per employee. The department actively supports on-going professional development of staff. This includes support for participation in professional conferences, IT courses, training workshops and college courses.

Succession Planning

Over the past twelve months:

- Two affirmative action candidates participated in transfer assignments to develop skills and experience in other areas.
- Affirmative action candidates are currently being developed and mentored for a maintenance management position, a water and sewer operator and a manager for the Petroleum Productions Division.
- The department is sponsoring three candidates in the Federal Government Career Assignment Program in order for them to obtain the necessary skills for senior management positions.
- Six interns have been hired, four of who are affirmative action status.

Evaluation/Accountability

The department recognizes the importance of annual performance reviews and ensures all employees have one completed. The department has over a 90% completion rate. A departmental training plan has been established to ensure employees receive the core training for their position. Developmental training is also discussed and scheduled during performance reviews.

PWS AFFIRMATIVE ACTION as of March 31, 2003

<u>REGION</u>	HQ/ Yellowknife	North (Inuvik Region)	South (Ft. Smith Region)	Dept. Totals
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Aboriginal & Long-Term Residents:

Total PWS Employees	108	39	62	209
# of Indigenous Aboriginal Employees	15	16	42	73
# of Indigenous Non-Aboriginal Employees	22	3	3	28
# of Disabled Employees	1	1	1	3
Total # of Affirmative Action Employees	38	19	46	103
% of Affirmative Action Employees	35%	48%	74%	49%

Management – Aboriginal, Long-Term Residents & Women

Total # of Management Employees	21	4	7	32
# of Indigenous Aboriginal Employees in Management	1	0	3	4
# of Indigenous Non-Aboriginal Staff in Management	7	1	1	9
Total # of Affirmative Action Employees in Management	8	1	4	13
% of Affirmative Action Staff in Management	38%	25%	57%	40%
# of Women in Management	4	1	3	8
% of Women in Management	19%	25%	57%	25%

Women in Non-Traditional Occupations

Total # of Employees in Non-Traditional Positions	38	19	31	88
# of Women in Non-Traditional Positions	6	0	2	8
% of Women in Non-Traditional Jobs	15%	0%	6%	9%

Department of Resources, Wildlife & Economic Development

Affirmative Action Status

As of March 31, 2003 there were 391 employees within the Department of Resources, Wildlife & Economic Development. This includes all indeterminate, term, part time and seasonal employees.

	March 31, 2003	March 31, 2002
Total Employees:	391	368
Indigenous Aboriginal	168 (43%)	162 (44%)
Indigenous Non-Aboriginal	61 (15.6%)	46 (11.9%)
Disabled	1 (0.3%)	1 (0.3%)

	March 31, 2003	March 31, 2002
Management Positions:	21*	18*
Women in Management (wim)	4 (19%)	3 (17%)
Aboriginals in Management (incl. 1 wim)	2 (9.5%)	2 (11%)

* the definition of management positions now includes only senior managers

	March 31, 2003	March 31, 2002
Non-Traditional Positions:	130*	167
Women in Non-Traditional	3 (2.3%)	25 (15%)

* the categories of non-traditional positions have been reduced by 16 since last report

The RWED positions are spread all over the Territories as indicated in the following table:

Location	HQ (162 pos.)	Forest Mgmt. (42 pos.)	North Slave (40 pos.)	South Slave (58 pos.)	Deh Cho (60 pos.)	Inuvik (56 pos.)	Sahtu (28 pos.)
Yellowknife	161 F	3 S	22 F 11 S				
Rae			4 F 3 S				
Fort Smith		22 F 3 S		23 F 4 S			
Hay River	1 F	10 F 4 S		8 F 3 S			
Ft Resolution				2 F 13 S			
Ft Providence				4 F			
Lutsel'Ke				1 F			
Fort Simpson					22 F 10 S		
Fort Liard					3 F 14 S		
Trout Lake					6 S		
Wrigley					5 S		
Inuvik						28 F 17 S	
Aklavik						1 F	
Ft McPherson						1 F 7 S	
Tuktuyaktuk						1 F	
Holman Island						1 F	
Norman Wells							24 F 2 S
Deline							1 F
Tulita							1 F
Total	162 F	32 F 10 S	26 F 14 S	38 F 20 S	25 F 35 S	32 F 24 S	26 F 2 S
Total HQ – 204 (194 F & 10 S)				Total Region – 242 (147 F & 95 S)			
F – Full Time				S – Seasonal			

Recruitment

64 positions were filled since last reporting period, 16 through *direct appointment*. Of those employees, 22 were Indigenous aboriginals and 11 were indigenous non-aboriginals.

The Department strongly supports the Maximizing Northern Employment Policy and as of April 1, 2003 has five new interns working in their chosen field. An additional six intern positions are waiting to be filled. As of April 1, 2003 the Department has given 14 summer students the opportunity to gain experience and practical skills in their area of study. Approximately another 25 casual positions are expected to be filled with summer students in the forest/fire management area. The program continues to be very successful for the students, the interns and the Department. Identifying areas where the hiring of summer students and interns will be of benefit to everyone concerned has become part of managers and supervisors long term planning exercise. Of last year's 13 interns the Department has managed to place one into an indeterminate position, one has been extended for one year, two have been extended for over six months and one has been extended for four months.

Retention

The Department is active in supporting ongoing professional development to improve employees' skill levels. This includes support for long and short-term education leave, distant education, workshops, on the job training and transfer assignments. During the reporting period seven employees have been on education leave, one is on distant learning, 30 employees are on development transfer assignments and two employees are on secondment to other agencies.

Long service of employees continues to be recognized through an annual long service event that takes place every spring attended by the Deputy Minister and the Assistant Deputy Ministers. The Department also wanted to give a special recognition to employees who had exhibited outstanding performance through the year. The Deputy Minister's award was therefore instituted during the past reporting period where two regional and two Headquarter employees were recognized for their contribution to the Department.

The Department continues to support requests for flexible hours and job sharing opportunities as a viable alternative to support work/family balance as long as client needs are met.

Succession Planning

In view of the Department's awareness that several senior and middle managers are nearing retirement within the next few years, request for education leave and

transfer assignments are given serious considering with succession planning in mind.

Long term focused development transfer assignments are considered in preparing employees and the Department for filling vacancies caused by retirement. Interviews and development of competencies for RWED positions will continue in the coming year toward completion of the Succession Plan. Any succession planning will be working within the provisions of the Affirmative Action Policy.

Evaluation/Accountability

Performance appraisals are a valuable tool in evaluating employee's performance and identifying training needs to enhance employee skills. In the coming year, the Performance Appraisals will be expanded to include competencies required for the particular positions, which with identified training needs, will link to the Department's succession planning. The Department's challenge over the next while will be to add competencies to all job descriptions.

Exit interviews are being conducted on employees who are resigning from the Department. The information is compiled and analyzed and used by senior management in making improvements to the work place. The information obtained for the reporting period gave valuable insight and helped identify problem areas in supervision that had to be addressed. Some of the reasons for leaving were directly related to leadership issues.

Department of Transportation

Affirmative Action Status

As of March 31, 2003, there were 249 employees within the Transportation Department. This includes all indeterminate, term and part-time employees.

	March 31, 2003	March 31, 2002
Total Employees	249	250
Indigenous Aboriginal	101 (41%)	90 (36%)
Indigenous Non-Aboriginal	54 (26%)	44 (18%)
Disabled	2 (1%)	2 (1%)

	March 31, 2003	March 31, 2002
Snr. Management Positions	11	12
Women in Management	1 (9%)	1 (8%)
Aboriginal in Management	0	0

	March 31, 2003	March 31, 2002
Mid-Management Positions	39	39
Women in Management	8 (20%)	8 (20%)
Aboriginal in Management	0	1 (3%)
Indigenous Non-Aboriginal	7 (18%)	6 (15%)

	March 31, 2003	March 31, 2002
Non-Traditional Positions	108	108
Women in Non-Traditional	2 (2%)	3 (3%)

- ** Definition of positions included in this category has been redefined

Broken down by Region:

	<i>HQ/YK</i>	<i>North Slave Region</i>	<i>South Slave Region</i>	<i>Fort Simpson</i>	<i>Inuvik</i>
<i>Total Employees</i>	111	40	50	15	33
<i>Aboriginal</i>	23	19	25	9	25
<i>Indigenous Non-Aboriginal</i>	23	14	18	2	8
<i>Women in Management</i>	5	0	1	1	1
<i>Disabled</i>	1	0	0	0	0
<i>Women in Non- Traditional</i>	1	0	0	0	1

Highlights

During the period March 31, 2002 to March 31, 2003, the Transportation Department was active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- In an effort to develop the skills and experience of potential future employees, 49 students were employed in the summer of 2002 with the department of which 39, or 80%, of them had affirmative action status.
- 2 direct appointments were made in the reporting period.

Retention

- One of our ongoing objectives has been to develop staff for management positions with the Department, with a focus on Affirmative Action candidates. The Career Development Program is a program developed by DOT to assist current employees to develop into managerial positions. The first intake saw 17 participants and 13 participating as mentors to the participants. An additional intake in 2003 was done with 11 staff entering the program. The employees work with their supervisors to develop a career development plan, which includes training and special assignments. This program will develop a representative pool of competent employees from which supervisory, managerial and technical positions can eventually be drawn.
- One employee was involved in a secondment to an outside organization.

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.
- A training survey was conducted during the year and a strategy was developed to deliver the training employees felt were important to getting their job done. We have done Conflict Resolution and Communications training and will provide more throughout the year.

Succession Planning

- 9 affirmative action employees are currently being provided the opportunity to develop their skills through transfer assignments within the department.
- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

The Human Resource Department has begun to report on a regular basis to the Senior Managers on the following:

Job Evaluation Appeals
Workplace Conflict Resolution Investigations
Staffing Appeals
Staff Turnover
Performance Reviews received
Affirmative Action Statistics
Staffing Actions
Vacancy Report
Casual Staff Utilization
Staffing Training & Development
Grievance Tracking

- By tracking this information, any trends that may begin to emerge can be addressed. It also puts into perspective, perceptions about issues and trends.

Appendix "A"

Human Resource Reporting Categories

The examples under each category are not meant to be limiting but simply to give examples of what kinds of activities you could talk about under each category.

Corporate Policy

- Roles and Responsibilities
- Standardized HR reporting
- Standardized HR plans/strategies

Recruitment

- Student employment
- Graduate employment
- Career/job information
- Career promotion
- Job Shadowing
- Entry-level positions
- Targeted recruitment
- Direct appointments
- Work placements
- Marketing employer and location

Retention

- Career Development
 - Transfer assignments
 - Training
 - Short-term
 - Long-term
 - Workshops
- Retraining
- Development assignments
- Organizational Support
 - Mentorships
 - Coaching
 - Eliminating systemic barriers
 - Competency based opportunities
 - Employee recognition
 - Flexible working arrangements
 - Job enhancement/enrichment

Succession Planning

- Training
- Targeted skill development
- Employee career plans
- Developmental assignments
- Transfer assignments (for development purposes)
- Acting assignments (for development purposes)

Post-Employment

- Standardized exit interviews
- Turnover statistics

Evaluation/Accountability

- Performance evaluations
- Employee satisfaction surveys
- Analysis of turnover

Appendix "B"

Summary of Affirmative Action Statistics

Department	Year	Total Employees	Aboriginal	Long-Term Northerner	Disabled
Executive	2003	67	18	24	0
	2002	72	17	21	0
Legislative Assembly	2003	33	2	13	0
	2002	30	3	10	0
FMBS	2003	139	32	38	1
	2002	141	30	37	0
Finance	2003	46	9	7	1
	2002	45	9	5	1
Aboriginal Affairs	2003	42	16	11	0
	2002	35	13	8	0
MACA	2003	118	31	25	0
	2002	118	32	25	0
Transportation	2003	267	98	51	2
	2002	250	90	44	2
Public Works & Services	2003	209	73	28	3
	2002	204	66	27	4
Health & Social Services & Boards	2003	1078	298	96	4
	2002	1108	270	82	3
RWED	2003	390	170	60	1
	2002	378	167	56	1
ECE	2003	209	65	28	1
	2002	205	62	24	0
Divisional Education Councils	2003	710	230	20	0
	2002	676	222	20	0
Aurora College	2003	195	55	13	0
	2002	173	45	12	0
Justice	2003	412	139	66	2
	2002	379	133	64	0
NWT Housing Corporation	2003	97	34	12	6
	2002	92	32	12	2
GNWT Total	2003	4012	1270	492	21
	2002	3906	1191	447	13

Appendix "B"

Summary of Affirmative Action Statistics

Department	Year	Total Employees	Aboriginal	Long-Term Northerner	Disabled
Executive	2003	67	18	24	0
	2002	72	17	21	0
Legislative Assembly	2003	33	2	13	0
	2002	30	3	10	0
FMBS	2003	139	32	38	1
	2002	141	30	37	0
Finance	2003	46	9	7	1
	2002	45	9	5	1
Aboriginal Affairs	2003	42	16	11	0
	2002	35	13	8	0
MACA	2003	118	31	25	0
	2002	118	32	25	0
Transportation	2003	267	98	51	2
	2002	250	90	44	2
Public Works & Services	2003	209	73	28	3
	2002	204	66	27	4
Health & Social Services & Boards	2003	1078	298	96	4
	2002	1108	270	82	3
RWED	2003	390	170	60	1
	2002	378	167	56	1
ECE	2003	209	65	28	1
	2002	205	62	24	0
Divisional Education Councils	2003	710	230	20	0
	2002	676	222	20	0
Aurora College	2003	195	55	13	0
	2002	173	45	12	0
Justice	2003	412	139	66	2
	2002	379	133	64	0
NWT Housing Corporation	2003	97	34	12	6
	2002	92	32	12	2
GNWT Total	2003	4012	1270	492	21
	2002	3906	1191	447	13

Management Statistics

Department	Year	Total Mgmt	Women in Mgmt	Aboriginal in Mgmt
Executive	2003	12	8	2
	2002	16	8	1
Legislative Assembly	2003	4	1	0
	2002	4	1	0
FMBS	2003	10	2	2
	2002	11	3	2
Finance	2003	7	2	1
	2002	6	1	1
Aboriginal Affairs	2003	11	0	4
	2002	7	0	3
MACA	2003	14	3	3
	2002	16	3	4
Transportation	2003	11	1	0
	2002	13	1	0
Public Works & Services	2003	9	2	1
	2002	10	1	2
Health & Social Services & Authorities	2003*	14	1	5
	2002*	18	11	2
RWED	2003	24	5	4
	2002	22	3	4
ECE	2003	14	9	2
	2002	17	10	4
Divisional Education Councils	2003	8	4	3
	2002	6	3	2
Aurora College	2003	7	4	1
	2002	6	4	1
Justice	2003	14	4	2
	2002	15	4	1
NWT Housing Corporation	2003	6	0	2
	2002	7	0	2
GNWT Total	2003	165	46	32
	2002	174	53	29

*Totals do not include Yellowknife HSS Authority, Inuvik Regional HSS Authority and the Dogrib Community Services Board